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The Municipal Book

— of the —

City of Houston

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An Illustrated Work Analyzing the Houston of Today and a Brief Presentation of Facts Concerning the Departmental Activities of the Municipal Organization with the Elimination of Exhaustive Statistics.

Edited by

NORMAN H. BEARD

68372

Houston Texas

R01624 33594

txr

Committees of the City Council

Board of Appraisement
Finance Committee
Ordinance Committee
Fire Committee
Water Committee
Street and Bridge Committee
Tax Committee
Light Committee

Boards of the City of Houston

School Board
Civil Service Commission
Harbor Board
Board of Health
Censor Board
Park Board
Permanent Fair Board
Houston Foundation Board
Recreation Board
Library Board
Board of Managers—Municipal Hospital
Tuberculosis Hospital Board
Board of Plumbing Examiners
Board of Electrical Examiners
Library Board (Colored)
Park Board (Colored)

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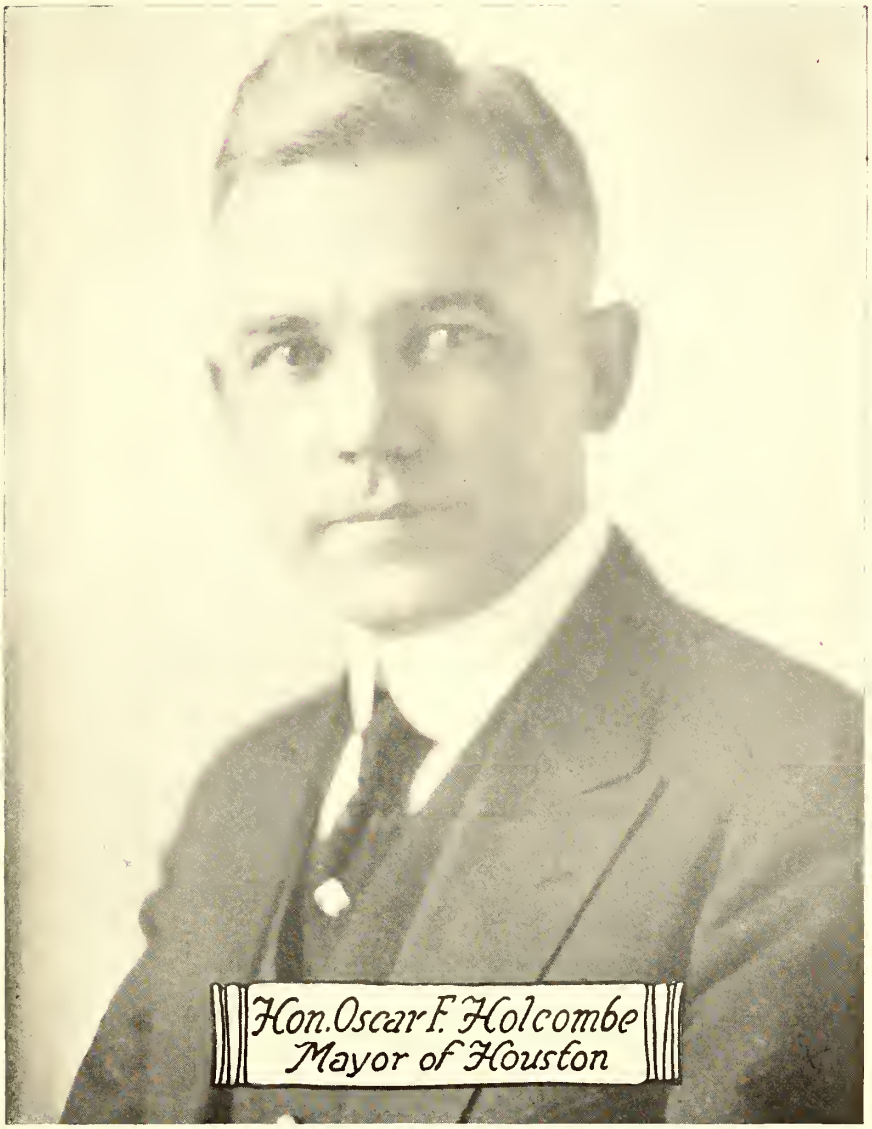


Hon. Oscar F. Holcombe
Mayor of Houston

A. L. Anderson
FIRE COMMISSONER

H. A. Halverton
LAND & TAX COMMISSIONER

J. H. B. House
WATER COMMISSIONER

68372

H. A. Giles
CITY CONTROLLER

C. E. Belk
CITY MANAGER

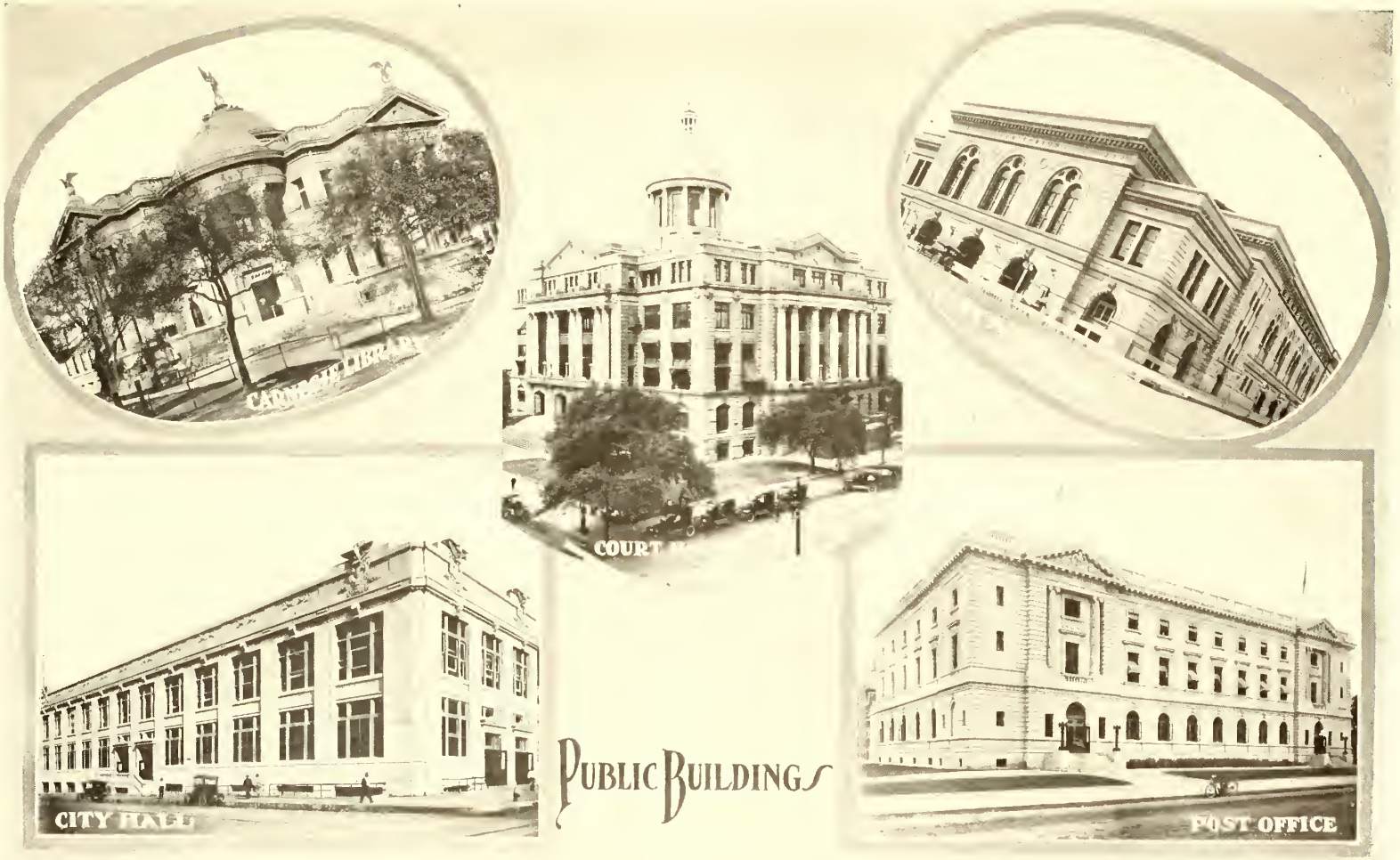
W. Ray Scrugg
ASSISTANT CITY ATTORNEY
Sewall Myer
CITY ATTORNEY & PUBLIC SERVICE COMM'SR.
T. J. Harris
CITY PROSECUTOR
J. A. Fite
CITY TREASURER
T. W. Browne
ASSESSOR & COLLECTOR
W. A. Moore
CITY SECRETARY
J. C. McVea
CITY ENGINEER
Benj. C. Allin
DIRECTOR OF THE PORT
W. A. Dowdy
CITY ARCHITECT

Prof. R. B. Cousins
SUPT. OF SCHOOLS
C. L. Brock
SUPT. OF PARKS
Judge Jim H. Reeves
CORPORATION JUDGE
Norman H. Beard
SECT. & CHIEF EXAMINER CIVIL SER COMM.
Gordon Murphy
SUPT. OF POLICE
Wm. P. Wells
FIRE CHIEF
Clarence R. George
CITY ELECTRICIAN
Will H. Smith
FIRE MARSHALL
Dr. H. C. Feagin
POLICE & FIRE SURGEON

Dr. A. H. Flickwir
HEALTH OFFICER
Dr J W Slaughter
DIRECTOR HOUSTON FOUNDATION
Mrs. Edith L. Moore
CITY BACTERIOLOGIST
Mrs Lucy J. Collins
SUPT. SOCIAL SERVICE BUREAU
Miss Julia Ideson
LIBRARIAN
Mrs. Thos. H. Eggert
Sec. censor Board
Miss Corinne Fonde
RECREATION SECRETARY
Mrs. Frances McMinds
SECRETARY TO THE MAYOR
Mrs. Nell W. Mercer
SUPT. FREE EMPLOYMENT BUREAU

A Group of Houston Skyscrapers

Main St. looking north from Walker Ave. showing a section of business district


PUBLIC BUILDINGS
CITY HALL
POST OFFICE

The Houston of Today

GREATER HOUSTON, with an estimated population of 175,000 and with the centralization of so many varied lines of industrial activity in and near its corporate limits, is a municipality with more complex problems than any city of its size in the United States.

The city covers much more territory than is actually included in the corporate limits, and officials in dealing with problems affecting the city must not lose sight of the fact that the territory surrounding its corporate limits will some day become a part of the municipality.

Problems of vast importance daily confront the city officials, and these problems are made more difficult to solve when the officials look around and see the city expanding on all sides by leaps and bounds, while the available revenues with which they have to make improvements remain almost stationary.

Only through the issuance of bonds can Houston or any other rapidly developing city expect to realize sufficient money to even attempt to keep its facilities abreast of its development.

The municipal problems which develop in Houston are so varied and different from those of any other city that officials sometimes find themselves searching for a way to attempt to solve them.

Houston has the distinction of being the largest inland cotton market in the world and it is considered the world's fourth largest cotton port.

This city is the largest rail center south of St. Louis, and between 1914 and 1919 government statistics show that it led all other Texas cities in industrial growth.

It is one of the few cities in the country enjoying a landlocked harbor where rail and water transportation meet at ship-side, and it enjoys the advantages of water rates as the result of the public spiritedness of its citizenship who voted to match dollars with the Federal Government for the deepening, widening and improvement of its waterway to the sea.

Houston has a public school system that is equalled by few cities of its size in the country, and it has the largest scholastic population and more children actually attending the public schools than any other city in Texas.

Houston has a commission form of government made up of a mayor, four commissioners and a controller, all elected by the qualified voters. Each commissioner is assigned by the voters to direct the activities of a specific department and for the showing of that particular department the official is held accountable to the people. Initiative, referendum and recall are parts of the system of local government.

The tax rate of Houston is $2.35 on the $100 valuation. Of this amount 50 cents is set aside for the specific purpose of conducting the public schools. The balance is used to pay interest and provide a sinking fund for the City's bonds and to run the general government. The city's taxable values are around $185,000,000, and its annual tax collections are in the neighborhood of $5,000,000.

The city schools are managed by a board of trustees, part of whom

are women, who are appointed by the Mayor and confirmed by the Commissioners. They act unhampered in the management of the schools.

Houston enjoys another distinction, that of being one of the healthiest cities in the southwest. Last year the Federal government gave the city credit for having the lowest infant mortality of any city of its size in the United States.

The climate of Houston, almost tropical, has had much to do with inducing the movement to this city of thousands of people who were anxious to avoid the rigorous northern winters. The temperature in this city is seldom lower than 27 in the winter time or higher than 98 during the summer period. The rainfall averages 46 inches annually, with the precipitation well distributed during the growing period.

This city is surrounded by an agricultural section well adapted for the production of crops of many varieties, and vegetables of all kinds are produced every month of the year, the cold weather not being sufficient to entirely eliminate the growth of all varieties.

Still another distinction which Houston enjoys is that of being the home city of Rice Institute, a university of liberal and technical learning founded by William Marsh Rice. Under a definite educational policy and comprehensive architectural plan Rice Institute is being built and maintained out of the income of its fund of $10,000,000 for endowment and equipment. It is co-educational and the tuition is free.

Recently through the untiring efforts of Mayor Holcombe, the municipality was relieved of the burden of providing funds by issuing bonds at the expense of the taxpayers of Houston for the development of the ship channel facilities at the Turning Basin. The taxpayers of the county, at an election held a few weeks ago, voted to take advantage of an act of the legislature authorizing the operation and development of the port by the Navigation District, comprising all of Harris county. Under this law the Navigation district may issue bonds chargeable to the whole county for channel development purposes, to the extent of 10 per cent of the assessed valuation of the county.

Another institution to which Houston can lay claim is a charitable hospital which will be constructed out of a $2,000,000 endowment fund left by the late George H. Hermann. The trustees of this fund are now preparing to build the first unit of the hospital at a cost of $600,000.

Houston offers numerous opportunities to manufacturers for converting many raw materials into finished products. These materials of cotton, wood, lumber, oil, rice, iron, ore, sulphur, lignite, coal and many others are found in Texas in enormous quantities.

This city, with factory construction cost the lowest, due to the proximity of raw materials, with transportation facilities unexcelled by rail, by trucks for many miles over good roads, by inland waterways, and by ocean to all markets of the world, asserts its claim to supremacy in manufacturing. The success of the great number of diversified industries already established along the banks of the Ship Channel has proven the stability of location.

Industries are offered the lowest electric power rate of any city in the entire Southwest. With a never-failing supply of pure artesian water, suitable for every purpose, with labor able to secure the necessities of life at a most reasonable cost; these factors create a situation in Houston that must command the attention of manufacturers.

Houston is a city of homes, of modern hotels, of schools, colleges and churches, with a climate devoid of the rigors of northern winters and where summer's warmth is tempered by the cooling breezes from the Gulf;

a city whose population has increased more than 100 per cent during the past decade.

Completely surrounded by oil fields, and with these fields approaching the very city limits, it was logical that Houston should become the center of great oil activity.

The headquarters of many important oil companies, their refineries, tank farms and pipe lines have all found lodgment in and near Houston and the banks of the Houston Ship Channel have proven an attractive and desirable location for these industries. The refineries along the channel represent a capital investment for plants of $26,375,000. They employ thousands of men and when the plants are developed and operated to full capacity thousands more will be given employment. Three of the companies owning refineries along the channel operate their own steamship line and tank cars for the handling of the crude oils and distribution of the finished products.

Houston's oil interests are by no means confined to her refineries, or to being the terminus of all the big pipe lines of the Southwest. The city is the very center of the greatest oil development in the world and immediately adjoining the city, from and within a radius of 50 miles, are located some of the greatest oil wells ever brought in on the American continent.

The Houston Ship Channel offers more than forty lineal miles of location, where industries may be built on tide-water and connected on the land side with one of the greatest railway distribution systems in the country. No better evidence of the value of this location could be found than in the quality and character of the industries which have already been located on the channel.

When it is borne in mind that these improvements have all been placed on the banks of the Ship Channel since the deepening of that waterway less than ten years ago, the value of this location may be the more fully understood, as evidenced by the recognition already accorded it by men of sound business judgment. There is no location in Texas where the railroad rates to and from the interior are lower than from these vailable locations on the channel. These plants represent a value of $40,000,000 and the combined payrolls of these institutions will run into millions annually.

As demonstrating the progress which the city has made in one year's time, the things which Mayor Oscar F. Holcombe has accomplished and is about to accomplish stand out.

He succeeded in reaching an agreement with the Southern Pacific Railroad and the Houston Electric Company for replacement of the Old North Main Street tunnel, with a much better and bigger subway, at comparatively little cost to the city.

With the help of the Commissioners he is about to give back to the people of Houston Heights the kind of water they had when the suburb was taken into Houston.

He has succeeded in reaching an agreement with the Houston Electric Company whereby that company is to expend $1,200,000 in 18 month's time to give the people of Houston better service in return for an extension of its franchise, and in addition a reduction in street car fares.

He has brought about a reduction in the price of light rates to small consumers, without losing for the city its right to share in the profits of the Houston Lighting and Power Company.

He has obtained an agreement with the San Antonio and Aransas Pass Railway Company to remove all its tracks from McKinney Avenue except one.

He reached an agreement with the Missouri, Kansas and Texas Rail-

way Company officials whereby they agree to contribute $35,000 toward the cost of the new overhead Crockett Street Bridge, which will eliminate a dangerous grade crossing.

He has begun the construction of the Manchester Wharf, at Manchester on the Ship Channel, carrying out a promise made by a former administration to build this wharf in return for a donation of 20 acres of land.

He was responsible for the Houston Gas and Fuel Company making improvements in its plant and system which will put the company in a position to furnish better gas service to its patrons during the winter months.

He has started a state-wide fight on the Southwestern Bell Telephone Company to obtain lower telephone rates for the citizens of Houston.

He is dealing with the San Antonio and Aransas Pass Railway Company officials for the removal of that company's track from the South End district, having obtained one proposition from the company which was not acceptable to the residents of the district.

People who become residents of Houston and those who have already taken up their residence in this city should know something about the origin of the city.

The first settlement of the City of Houston was made in 1837, when the Allen brothers determined to locate here, moving from the town of Harrisburg, six miles south of Houston, which up to that time had been the head of navigation on Buffalo Bayou. After the settlement at Houston, navigation was made possible by cleaning out Buffalo Bayou from Harrisburg to the location at Houston.

The settlement of Houston followed the battle of San Jacinto on April 21, 1836, when Texas troops under Sam Houston defeated the Mexicans commanded by General Santa Anna. The battlefield of San Jacinto is twenty miles south of Houston. The separation of the territory, now Texas, from Mexico, followed soon after the battle and the organization of the Republic of Texas took place.

From an humble settlement in 1837 Houston has grown into a modern city of skyscrapers, paved streets, public utilities, parks, churches, schools and all those things which go to make a desirable place in which to live and toil. The census reports for the last sixty years of the population of Houston are as follows: 1860, 4,845; 1870, 9,382; 1880, 16,513; 1890, 27,557; 1900, 44,638; 1910, 78,800; 1920, 138,276.

Houston soon became a commercial center. The pioneers who came to Texas with ox teams found no roads and no means of competent transportation. With that spirit of commercial enterprise which has always characterized Houston the early settlers provided the first transportation facilities. These consisted of a plank road from Houston northward into the interior of Texas and over this plank road for many years, there meandered the humble ox teams, hauling cumbersome freight wagons, carrying into the territory the supplies needed by the settlers, and bringing back to Houston for movement by water to New Orleans and other southern markets, the surplus products of the young Republic, such as cotton, corn and cattle.

About 1840 the first plans for a Houston railroad matured but it was in 1847 that General Sydney Sherman associated himself with a number of prominent Houston and Galveston men, organized a company and began construction of the Buffalo Bayou, Brazos and Colorado Railroad from Buffalo Bayou into the interior of Texas. Out of that humble beginning has grown an extensive system of railroads within the state of Texas,

having a total mileage of 16,000 miles. The Buffalo Bayou, Brazos and Colorado railroad afterwards became the Galveston, Harrisburg & San Antonio Railroad of today. Before the end of 1852 the road was completed as far as the Brazos, thirty-two miles; and in 1869 Alleyton, seventy-nine miles from Harrisburg, was reached. From that humble beginning has been developed the magnificent system of railroad transportation distribution facilities that have their center in the City of Houston, and today the following railroads operate from Houston, reaching all parts of the United States:

1. International & Great Northern Railway
2. Houston East & West Texas Railway
3. Houston & Texas Central Railway
4. Missouri, Kansas & Texas Railway
5. Texas & New Orleans Railway
6. Galveston, Harrisburg & San Antonio Railway
7. St. Louis, Brownsville & Mexico Railway
8. Gulf Colorado & Santa Fe Railway
9. Beaumont, Sour Lake & Western Railway
10. Trinity & Brazos Valley Railway
11. San Antonio & Aransas Pass Railway
12. Galveston, Houston & Henderson Railway
13. Sugarland Railway
14. Texas Transportation Company
15. Galveston-Houston Electric Railway
16. Houston Belt & Terminal Railway
17. Municipal Harbor Belt Railway

No better system of railway distribution from any commercial community is to be found in the United States today than that which exists in Houston. Package cars move daily to all nearby and to many distant points. Hundreds of freight and passenger trains daily arrive, and leave, the terminals at Houston. All of these connect directly with the facilities on the Ship Channel.

More than 100,000 cars are handled monthly in Houston's railway terminals. In addition to the seventeen trunk railways, Houston is headquarters for express and Pullman car companies, also for shops and general terminals.

The Southern Pacific System maintains general offices at Houston, occupying a modern twelve-story building. This system, the oldest railroad in Texas, alone serves over 250 private industries, operating on the north side of the Ship Channel, which is part of their switching system, with tariff charges no greater than other lines on the south side for similar distances.

The shops of the Southern Pacific are the largest in the entire Southwest. The company builds everything entering into railway equipment, from cars to the most powerful Mikado locomotives. During the past six months these shops have built 750 box cars, 250 stock cars, 260 automobile cars, 200 flat cars and 12 engines, all cars of steel center construction.

The general average number of monthly repair jobs are 3000 freight cars, 30 passenger cars and 75 locomotives. These shops employ 2000 men with a monthly payroll approximating $300,000. Total pay roll for railway employees living in Houston exceeds $1,000,000 per month.

In addition to having seventeen railroads diverging from Houston in all directions, Houston is today located upon a man-made deep water ocean terminal. In constructing this waterway fifty miles long, from the Gulf of Mexico to the Turning Basin, at Houston, the Federal Government has expended more than six million dollars, the Harris County Navigation

District has expended more than three million dollars, and the City of Houston more than three and one half million dollars, but today ocean-going ships flying the flags of all nations enter and depart from the port of Houston carrying the commerce of the southwestern part of the United States to and from all nations of the world.

The public school system has four high schools, 53 grammar schools and many private and denominational institutions, as well as business colleges. The pupils in the schools number 27,555.

All recreation facilities are exceptionally ample and varied. The peculiarly salubrious climate makes possible the most desirable class of recreation that is available outdoors. Hunting, fishing and boating are immediately adjacent to the city. In addition, Houston has an excellent system of parks and playgrounds, theatres and other opportunities for recreation of the highest character.

A number of summer resorts have been established at adjacent suburbs south and west of Houston.

The spiritual needs of the people are not neglected. All leading denominations are represented and communicants number more than fifty thousand. The church property in Houston is valued at many millions of dollars.

Houston's park system is a large one, more than eight hundred acres within the City limits being devoted to recreational purposes.

Houston's banks and trust companies at the close of 1921 showed clearings of $1,200,770,788; deposits of $83,319,414.93; combined capital of $8,140,000.00; surplus and profit of $5,822,000.00; resources of $121,059,000.00.

The State of Texas annually produces one-third of the cotton crop of the United States and one-third of what is produced in Texas annually finds its market in Houston. The marketing of this, the principal commodity produced in Texas, involves many facilities and a heavy investment financially. Of great value to the man handling cotton is his ability to put it quickly on shipboard for shipment abroad; and this opportunity is afforded him at Houston.

This city is the largest inland cotton market in the world, having firms actively engaged in the cotton trade, doing a net business of over one million bales,—more than one million physical bales passing through Houston's compresses and warehouses annually.

Houston is surrounded by an agricultural section well adapted to the production of crops of many varieties, such as rice, cotton, sugar cane, corn, oats, sorghum, etc. Many fruits are produced in abundance, such as strawberries, blackberries, plums, pears, peaches, grapes, figs, oranges, grapefruit, etc. Vegetables of all kinds are produced every month of the year, the cold weather not being sufficient to entirely eliminate the growth of all varieties.

Rice Institute, a college institution of the first class, was opened for the reception of students in the autumn of 1912. Dedicated to the advancement of letters, science, and art by instruction and by investigation, in the individual and in the race, its opportunities for study and research are open without tuition and without fees both to young men and to young women. On its campus of three hundred acres, and in a half-dozen initial, laboratory, lecture and residential buildings of extraordinary beauty, there are at work a teaching staff of sixty members. Rice Institute maintains the highest standards of entrance requirement and of scholastic standing after admission, offering university courses in liberal arts, pure and applied science, architecture, and engineering. It includes a small group of graduate students in mathematics, physics, chemistry, and biology; a self-gov-

erned democratic undergraduate body of freshmen, sophomores, juniors, and seniors, of about eight hundred and seventy-five members, from a hundred and fifty towns in Texas, and from twenty-five states and countries, although Rice Institute graduated its first class as recently as June, 1916, representatives of the early student body are already entered in business or professional life, not only in Texas, but in widely separated parts of the nation.

At the City's gates stands the great educational institution with its component factors, whose life is an integral part of the city's life, whose service is loyal in the best sense, whose significance is already state-wide, and will, it is hoped, be even national in its reach, on a foundation builded for Houston, for Texas, the South, and the Nation. A long avenue doubly lined with trees, at one end the captains of industry and commerce in factory and counting houses and at the other end a college community dedicated to liberal and technical learning, with happy homes lying in between, —here we have a picture of Houston's Main Boulevard.

The Hermann Hospital will soon be a reality. Progress has been made to the point where the trustees can build the first unit, which will be five or six stories high and will cost in the neighborhood of $600,000 complete and will provide for not less than 150 beds. In addition to building the hospital, which will be purely a charitable institution for the poor and indigent of Houston and Harris County, it is necessary for the Trustees to invest the funds of the Estate so that they will have sufficient income to meet the monthly expenses, which condition has now been attained.

For the past three months the Trustees have devoted most of their time to the discussing of plans and interviewing architects. The trustees first met with the directors of the Harris County Medical Association, realizing that their co-operation would be necessary. These directors appointed a permanent committee of local physicians to co-operate with the Board of Trustees. The members of this committee have had several meetings, and have made recommendations to the Trustees of a hospital which they believe will meet the requirements here in Houston.

The trustees have had expert hospital architects to visit Houston from New York, Ohio and Chicago, in addition to several of the local architects. The trustees concluded that an expert hospital architect would be necessary, with a local architect as an associate.

It is the desire of the Board of Trustees to have a fire-proof hospital building, and to obtain value received for every dollar expended in the construction of the building, as well as to consider efficiency and economical administration for the future.

In addition to the first unit of 150 beds, a modern, fire-proof home for the nurses will be erected, which will be a separate building.

The hospital site is on the south side of Hermann Park, extending from Main street back to about where the tourist camp is located. While the exact location has not yet been decided upon, a survey is being made to either face Main Boulevard or the roadway through the park.

It is the intention of the trustees to break ground within a few months, and to complete the building as rapidly as possible.

The Houston of today unquestionably indicates the potentialities of the greater Houston of tomorrow, the wonder City of Texas and the metropolis of the Southwest.

Managers Department

THE position of City Manager was created by the present administration in order to relieve the Mayor of a large amount of detail work, and coming under the supervision of the Manager are the Purchasing Department, Municipal Store, City Auditorium, City Market, City Garage and the Censor Board.

While the creation of the position was an experiment, the first year of operation of the combined departments under the Manager clearly demonstrated that a great deal of money can be saved the tax-payers by the operation of all of these departments under one head and that all of the departments can be operated more successfully and efficiently under the direction of one man, whose experience and training have been along business lines and who possesses the varied qualifications necessary in order to justify appointment to the important post of City Manager of Houston.

In addition to the extensive duties of the Manager as the active and directing head of several of the City departments, this executive performs many other duties.

The Manager is continually in consultation with the City Commissioners regarding matters coming before the City Council and recommendations covering business policies are presented by him with each issue as it arises.

The Manager is the representative of the Mayor in practically all matters of a business nature arising in the various City departments and acts as supervisor under the direction of the Mayor, of the Police, Engineering, Electrical and Health Departments and the Department of Parks.

The City Manager is rendering a valuable service to the people and the business principles inculcated in municipal procedure in connection with the energetic endeavors extended by him in the interests of the service have resulted in a most beneficial influence over the entire City organization.

The purchase for all departments in 1921, amounting to $573,924.99, were made at an expense of $7,726.68. The above figures include the purchases of the Municipal Store, which were made by the Manager of that department under the supervision of the City Manager.

The Purchasing Department in 1921 saved the sum of $2,704.81 in cash discounts by the co-operation of the Controller's department in the payment of all bills within the ten-day period. All purchases for the City were made on competitive bids, or competitive prices, quoted at the time of purchase.

The Municipal Store, for the period from January 1st, 1921, to December 31st, 1921, made purchases in amount of $124,824.96, with total sales of $143,783.72, at an expense of $17,337.95, and a net profit of $690.28. From the time it was established, January 19, 1919, the Municipal store has made a net profit of $9,955.43.

The Municipal Store was opened for the purpose of regulating prices in the City Market, and it has served its purpose well. It is operated in

a manner to be in fair competition with all merchants and, therefore, the City's prices are usually the price that governs the sale of the same commodities in the entire market.

There are at this time 69 tenants in the City Market. The market has been operated at an expense of $32,620, and has produced a revenue of $46,750.05, making a net profit of $14,130.05.

The Auditorium was operated in 1921 at an expense of $17,540, not including interest on the investment, and produced a revenue of $14,812.03, a deficit of $2,728.07. The deficit is due entirely to the free use of the City Auditorium 88 times and the use of the Banquet Hall by the Public Schools without charge. There were 492 engagements, with a total attendance of 461,259 during the year, of which 196,404 were paid admissions and 264,855 free admissions.

All previous records in the history of the Auditorium have been broken in the point of service, revenue and attendance. The main hall has been used for the purpose of taking care of almost all of the various attractions, on account of the Banquet Hall being partly occupied by executive offices of the Public Schools. The year 1922 offers bright prospects and the free attractions will be kept to a minimum in order that the building may operate at a profit.

The City Garage was established by the present administration in order to accomplish two main purposes: first, to save money on all motor repair work on the City's automobiles, and second, to keep these automobiles in perfect mechanical condition at all times, enabling them to be used in active service on all occasions arising in the City's business. The operation of the City Garage also enables the City's automobiles to receive immediate attention when needing repairs and thereby saves the usual delay incident to motor repair work in outside garages. In addition, the general wear and tear on the City's automobiles is much less for the reason that the machines are always well oiled, greased, watered, and are in good mechanical order before being used.

An appreciable saving to the taxpayers is being made by the operation of this garage, not only from the actual saving on labor in repair work, but also from a saving on parts necessary in repairing the motor equipment, as the City garage receives the lowest trade discount on all purchases necessary in its operation, the same discount allowed other garages but not allowed firms and corporations.

At the present time 60 of the City's automobiles are being cared for by the garage, which taxes its present capacity at this time, but increased facilities will be provided for in the near future, which will extend its limitations and enable it to perform a greater service to the City.

The Censor Board has under its direct supervision and control the amusement life of the City, and is held responsible at all times for the moral tone of the City's amusements.

The Board is composed of 12 members, including a chairman and secretary, all serving without compensation, except the secretary, who receives a salary.

To properly function, the work of this department not only requires much time of its members, but also forethought and understanding, serious and appreciative, with a conscious sense of good feeling toward entertainments and amusements, accepting as a truth that wholesome recreation and amusement is one of the vital necessities of life, essential to happiness and sane living, and now recognized as one of the most influential and popular assets of any community life.

The City Ordinance regulating all public amusements provides that all entertainments of any kind given within the City limits must be clean,

moral and decent, must not be contrary to good morals and public decorum, and must not be calculated to promote or encourage racial, sectional or religious prejudice.

Public amusements consist of Moving Picture shows, Theatres, Skating Rinks, Natatoriums or Swimming Pools, Amusement Parks, etc., all of which come under the jurisdiction of the Houston Censor Board. The managers of all such amusements are required by the City Ordinance to conduct their places in strict accordance with the Laws of the State and the City Censor Ordinance regulating same.

There are 28 theatres in Houston, including Moving Picture shows, Vaudeville and legitimate Drama. The secretary of the Censor Board has issued to the above theatres 5535 permits, including 222 permits granted to miscellaneous entertainments.

The members of the Censor Board are keenly interested in their duties and are conscious of the responsibility involved in their service to the City.

Out of a total of 47 employees in the Manager's Department, 4 occupy placements in the Purchasing department; 10 are in the Municipal Store; 14 are in the City Hall and Market, Janitor and Watch Service; 8 comprise the working staff at the City Auditorium, including janitors; 6 are in the Mechanical service at the City Garage, and 5 serve as miscellaneous departmental attaches.

Scenes at the City Market

Houston Municipal market established to regulate prices of other stall owners in city market

Vegetable and fruit stands inside of city market ~

Another interior view of city market

Houston's curb market where farm products are sold by the farmer direct to the consumer ~

Land and Tax Department

SINCE 1912 the unit system of equalization of real estate values for taxation purposes has stood the test in Houston and each year since the adoption of the unit plan the City's tax commissioners have endeavored to make the system more precise and efficient.

With this unit system in vogue every taxpayer in Houston feels that he is on an equal basis with his neighbor, as far as taxation is concerned, and that the taxing of property is entirely removed from politics.

Houston's taxable values have been more than doubled in the last twelve years, increasing from $63,746,693 in 1910 to $183,023,260 in 1921.

The tax department is one of the most important branches of the city government, for through that office must flow all of the money which is paid in for the operation of the City.

In 1921 the Tax Department collected in taxes and from other sources $5,084,327.66.

Houston's Tax Department consists of a Tax and Land Commissioner, elected; Assessor and Collector, Chief Clerk Assessing Department, Chief Clerk Collecting Department, Land Calculators, Building Appraiser, general office clerks, stenographers, operators and a cashier. It also has within the organization a Board known as the Board of Appraisers. This Board is composed of the Tax and Land Commissioner, Assessor and Collector of Taxes, and the Fire Commissioner, whose duties are to investigate and dispose of all disputes arising in the Tax Department relative to value on any assessable property against the rendition of the property owner. In case of a disagreement with the decision of the Board of Appraisers by any taxpayer, an appeal from said Board of Appraisers may be made to the City Council. Not a single appeal was filed during the year 1921. When the roll or rolls have been carefully examined and property equitably adjusted, and have equalized the taxable values thereon, the Board of Appraisement reports its action to the City Council.

Any system of taxation, no matter how perfect at one time, will in a few years get out of line in a greater or lesser degree. Conditions in a growing city are continually changing and a constant vigilance has to be kept up to keep in touch with the changing conditions and values of all assessable property. It is meant by this that real estate is constantly changing ownership and values ebb and flow; cheap acreage a few months ago is laid out into additions and sold to home owners. Just for illustration, one addition a year ago carried but one single assessment; today the same addition has one hundred and three assessments. Another addition a year ago had six assessments; today it has nearly one hundred. There have been many similar changes all through the City during the past year which makes up an increase of approximately ten thousand assessments

in 1921 over the previous year. The duties of this office have been made greater and more burdensome year after year on account of added territory and a constant increase of population.

The stationery and records of the Tax Department are composed of the following forms: One set of computation slips showing in detail the method of arriving at the value of the tract, giving the width of the lot, the depth, unit value or values, the number of the lot, block, addition and the owner. One set of building record slips showing the size, the number of stories and detailed information regarding the exterior and interior of every building within the City, including an estimate of its present value based upon what it would cost to reproduce, less depreciation for age, condition, obsolence or lack of utility. One set of field books, showing the location of every building in the City. One set of sectional maps showing the unit foot values and all acreage values of the entire City. This map is used in submitting the unit foot value to the property owner for criticism or approval. One index map showing the boundaries and number of each sectional map. One set of block books and plat books covering the entire City. Block books showing individual plats of each block as recorded; plat books showing subdivisions of acreage tracts. Inventory sheets showing the valuation of both the taxpayer and the valuation placed by the Board of Appraisement upon the land, improvements, and all personal property by separate columns. This sheet also shows for reference the map number, the volume number, page number, tract number, lot, block, addition, which serves as a permanent record and reference.

The Tax Rolls are divided into three classes, namely, the Rendered Roll, the Un-rendered Roll and the Supplemental Roll. From January 1st to the last day of February of each year each citizen has the opportunity of rendering his assessable property for taxation on the assessment inventory blank, and must subscribe thereto that his inventory contains a full, true and complete list of all taxable property owned by him, or held in his own name, or held for someone else, and that he has given true answers to all questions propounded to him.

All property thus assessed, between the above mentioned dates, make up what is known as the Rendered Roll, and comprised $144,833,340 for the year of 1921. From March 1st to June 30th of each year it becomes the duty of the Tax Department to assess all assessable property not already assessed by the owner—this is known as the Un-rendered Roll and comprised $35,357,360, for the year 1921. In the past as well as the present there is assessable property that either from one cause or another has not been rendered for taxation by the owner and has escaped the attention of the Tax Department to be placed on the Un-rendered Roll so in that event from July 1st to December 31st of each year the Tax Department diligently looks for all such assessable property that has not been assessed by the owner or the Tax Department and any such assessable property found is placed on what it known as the Supplemental Roll, which comprised $2,832,560 for the year of 1921.

During the month of January of each year, a notice is sent to all property owners whose names appear on the delinquent list, notifying them of the fact that their previous years' taxes remain unpaid and that a ten per cent penalty has been added and interest is bing charged at the rate of six per cent per annum, as specified in the City Charter, and also notifying them that unless they pay up before March 1st following, that their name and property will appear and be published in the delinquent list in a daily newspaper for four consecutive weeks. Immediately after the publica-

tion of the delinquent list, as stated above, the property owner is again notified that within a stated period from the date of the notice that suit will be instituted for the collection of taxes due. This is the last and final notice before suit is filed.

It is necessary in filing suits that all tracts of land be abstracted in order to locate all persons having any interest or holding liens or claims against the property in order that the tax department may notify them of the fact that suit is about to be instituted for the collection of the delinquent tax. During the year 1921 the Delinquent Tax Department abstracted 2,500 tracts of land, filed suits against approximately 1,000 tracts of land, and obtained approximately 200 judgments. After the filing of a suit it is necessary to have service properly issued to the correct address of all parties interested and to have them served with proper citation. The Tax Attorney prepares all judgments and supervises the issuance of all executions and sales. This Department also issues on an average of three hundred tax certificates monthly; also makes out approximately 6,000 delinquent tax statements. The total collections of delinquent taxes, penalties, interest and other costs in 1921 was $221,497.87.

The total assessed value of the rolls mentioned above for the year of 1921 was $183,023,260, and at the rate of $2.35 per hundred dollars valuation, should have produced a revenue of approximately $4,311,036.69, of which the Tax Department collected the sum of $4,001,107.67, leaving delinquent the amount of $309,929.02. The Tax Department, in addition to assessing in excess of 37,000 assessments, and collecting the above mentioned amount as City Taxes, issued all city licenses, from the peanut vender to the travelling circus, also collected from all other departments, except the Water Department, miscellaneous revenue to the amount of $790,248.84. The total collections of the Tax Department for the year of 1921 were as follows: Current Tax and Occupation Tax $4,072,580.95; Delinquent Taxes $221,497.87; Miscellaneous Collections, $790,248.84, making a total of $5,084,327.66.

Houston's Street and Bridge Department At Work

A part of the Street & Bridge Department's equipment at one of the City's stables, preparing for the day's work

Houston's modern motor pick up sweeper, with gutter broom attachment, at work on McGowen Ave. and Austin St.

Houston's most modern street scarifier-roller at work on Hathaway Avenue

Motor trucks recently acquired by the Department, to be converted into modern sprinkling & hauling equipment

A Glance at Several of Houston's Streets

Montrose Boulevard looking north

Courtlandt Boulevard - One of Houston's Beautiful Thoroughfares

San Jacinto St. recently widened - looking north from Walker Ave.

Prairie Ave. recently widened looking east from Caroline St.

Main St. Boulevard looking south from McGowan Ave.

Travis St. recently widened - looking north from Rusk Ave.

Three of Houston's Concrete Bridges and the handsome Main St. Viaduct

Main span of Houstons half million dollar Main St. viaduct taken from Main St. wharf. Total length of viaduct 1300 ft.

The Franklin and Louisiana Street Bridge

San Jacinto Street Bridge

Capitol Avenue Bridge

Street and Bridge Department

HOUSTON'S Street and Bridge Department, upon which devolves a tremendous and continuous program of activity, is rendering a meritorious service to the people. The progressive and constructive policies of the present administration have modernized the department and increased its efficiency and service.

During 1921 this department installed several of the latest types of street cleaning equipment, which has resulted in the saving of many thousands of dollars to the tax-payers.

This new equipment marked a radical departure from the old method of cleaning streets. The old method consisted of two trucks drawing the sweeper brooms and 3 mule-drawn sweepers, preceded by a water-wagon and operating during the night, and four mule-drawn day sweeper-sprinklers.

These sweepers lodged their sweepings into the gutters of the streets, and the refuse was picked up the next morning by two wagon fleets and their crews, comprising 18 mules and 20 men, a method and a process very inadequate in a growing city, yearly increasing its paved street mileage.

Under the old method the cost of sweeping and picking up was about 28 cents per thousand square yards. It was ascertained that by using Motor Pickup Sweepers, of the latest type, the cost to perform the work could be reduced to approximately one-half, and this end has been fully realized, which means that double the area could be cleaned for the same cost as under the old method.

The department, therefore, purchased three of the latest improved Pickup Sweepers with gutter-broom attachments for gutter cleaning. At present the three operate at night, while one of them operates on a double-shift basis, working in the daytime in the residential sections of the City. Following are the amounts of area swept, by months, since installed:

September 1921, 11,445,000 Sq. Yards, operating 21 days.

October, 1921, 13,932,942 Sq. Yards, operating 26 days.

November, 1921, 9, 265,880 Sq. Yards, operating 22 days.

December 1921, 11,566,750 Sq. Yards, operating 27 days.

The installation of the new pickup sweepers displaced many men and several teams; however, three additional grading gangs were organized, one to each division, and these employees and teams were placed in this service.

In addition to the new pickup machines, five modern Quicklift grad-

ers were added to the departmental equipment for service in each of the three divisions and a great saving has been evidenced by the addition of this equipment.

The work of the Scarifying Division was materially assisted by the addition of a modern new roller with improved scarifier attachment, which has enabled the department to increase its efficiency in this division.

The force of the department consists of the street and Bridge Commissioner, elected by the people, one chief clerk, two departmental clerks, three division superintendents, and one hundred and fifty men including the foreman.

The department is divided into three divisions and each division covers a designated territory, operating from centrally located stables. These stables are conveniently arranged and provide quarters for the fifty teams which the department uses in its work. The stables maintain their own blacksmith shops and in this way the road equipment receives immediate attention whenever necessary, resulting in very little delay in the repairing of the equipment from time to time.

Each of the divisions operates with 1 scarifier, consisting of six men, one foreman and four teams, together with one ditching gang and also 2 grading gangs.

The department maintains a paving gang, consisting of seven men and a foreman and one team. Their duties are to keep the brick and wood block paving in repair and any culvert work that might require attention.

The department also maintains a white wing crew, which serves the business section exclusively as street cleaners; a flusher crew, with assignment at the City Market, and other specified places requiring flusher service. The department operates an accumulation crew consisting of six men and three teams, the duties of this crew consists of cleaning up all accumulations and sweepings of the white wing crew in the business section of the city.

The department also operates a bridge division, consisting of ten men and a superintendent, divided into three squads. The duties of this division is to repair and rebuild all crossings, wooden culverts and bridges within designated limits.

Houston spent on its Street and Bridge Department in 1921 $361,300.37. For 1922 the appropriation is $359,242.00.

The following is a comparative statistical statement of operation covering the year 1921:

Comparative Statement of Operation, Years 1920 and 1921.

Ditching

	Payrolls	Lin. Ft. Ditched	Yds. Excav.	Miscl. Wk.
1920	$45,013.37	1,735,128	28,940	$6,614.85
1921	53,516.45	2,835,093	46,751	1,224.00

1921 Per Hundred Lineal Feet, Cost.....$1.88 Per Yard.....$1.15
1920 Per Hundred Lineal Feet, Cost.....$2.59 Per Yard.....$1.55

Scarifying.

	Blocks	Cost	Mis. Work Cost Hauling Etc.	Scar. Cost per Block
1920	534	$11,376.60	$17,908.33	$21.30
1921	1485	19,740.60	9,233.25	13.36

Grading

	Blocks	Cost	Miscl. Work Hauling, Etc.	Grading Cost per Block
1920	788	$13,462.85	$23,282.25	$17.08
1921	1807	19,280.05	17,759.40	10.67

During the last three months of the year of 1921, the department untilized some of the men and teams released from Pickup-work, after the new street motor sweepers were installed, in organizing three additional grading gangs, with accomplishments, viz:

Grading

	Blocks	Cost	Miscl. Work Hauling, Etc.	Cost per Block
1921	799	$6,749.50	$6,879.40	$8.45

Bridge Division.

	Ft. Lum. Used	Lbs. Nails	Payroll	New Bridges	Rprd. Bridges	Crossings New	Crossings Rprd.
1920	706,841	16,349	$ 8,828.34	818	739	619	386
1921	868 221	21,630	11,301.79	784	1338	328	708

1921—The cost per 1000 Feet in place was $13.02.

Paving Division—Bricks Layed and Relayed.

	New Bricks	Old Bricks	Payrolls	Yards Sand Used	Per 1000 Cost Labor
1920	39,115	215,652	$10,539.95	732	$41.33
1921	43,972	295,249	11,997.12	677	35.39

The Street and Brige Department is making great strides toward bettering the streets and roadways and keeping them smoothly surfaced, while the permanent surfaced thoroughfares are being kept perfectly clean at all times.

Houston's New Fire & Police Station Headquarters.
(NOW UNDER CONSTRUCTION)

A few of Houston's Fire Stations

Central Station
San Jacinto St. & Texas Ave.

Station 14
Yale & Twelfth Sts.

Station 7
Milam & McIlhenny

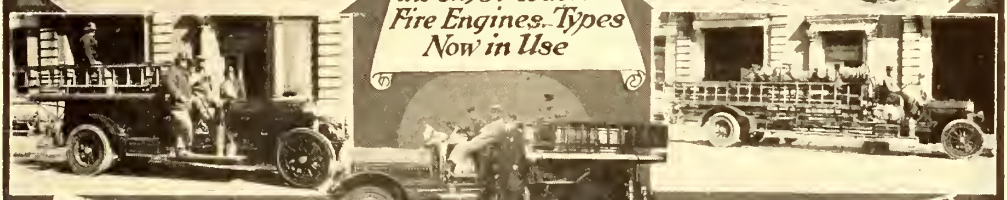
Station 9
Hogan & Freeman Sts.

Views showing some of Houston's Fire Fighting Equipment and the progressive developement which has taken place in the course of a few years

The old style horse drawn steamer Now a thing of the past in Houston

One Step Forward
The semi-modern motor tractor attachment for old style equipment Almost a thing of the past in Houston

Views of Part of the City's Modern Fire Engines. Types Now in Use



A few of Houston's Fire Stations

Station 3
Houston Ave. & Spring St.

Station 4
Louisiana & Berry Sts.

Station 10
Chartres & Franklin Sts.

Station 2
Sampson & Preston Sts.

Fire Department

THE HOUSTON FIRE DEPARTMENT has developed remarkably during recent years, but the year 1921 shows a development unparalleled in fire fighting organizations, and today the department is recognized as being among the most efficient in the South.

In order to fully realize the continued progress of this department a comparison of the organization ten years ago with the fire department of today is made.

In 1911 there was a total of 105 men in the service, while in 1921 there were 219. In 1911 there were 10 fire stations, today Houston has 14, and a handsome Central Station under construction. The annual budget for the year 1911 was $125,000, the budget for 1921 was $373,300. The total expenses of the department in 1911 were $124,013.05, while in 1921, $430,087.60 was spent.

In 1911 there were no motor driven fire engines, while now the entire department is motorized.

During the year 1921 the department answered 1321 alarms, against 485 in 1911. The year 1921 brought forth a greater number of alarms than any previous year in the history of the department. In 1920 there were 1197 alarms and in the year 1911, 999 alarms. While the number of alarms continue to increase from year to year, cognizance must be taken of the fact that the city has continually grown and much additional territory has been added since 1911.

The personnel of the department consists of 219 members. The entire department, with four exceptions, is under the Civil Service, which assures for all time high class selected men for the service and eliminates departmental politics. In addition, Civil Service regulations extend discipline into the department and general efficiency is materially advanced by its wholesome influence.

The department is composed of the following: the Fire Commissioner, the executive head; the Fire Chief, the active head; three assistant Chiefs; 28 captains; 52 Chauffeurs, 124 regular Firemen, 6 Engineers, and 4 miscellaneous employees.

The department is operating under the double platoon system which was inaugurated by the present commissioner. The shift plan now in operation requires 10 hours on duty and 14 hours off duty and the reverse change monthly. The double platoon system is one of the most important factors in the department, the plan allowing the firemen an

opportunity to enjoy home life and also allowing better opportunities for meal hours. The old system requiring four days of continuous duty and the fifth day off is now being relegated by the progressive fire departments of the United States and the adoption of the double platoon system by this city is a striking illustration of the administration's determination to keep pace with the national march of progress and to align the municipal departments of this city with the modern and progressive departments of other metropolitan cities.

The departmental equipment consists of 44 motor driven apparatus. Six Steamers are held in reserve.

With this equipment, the same having been considerably increased during the past year, and with the addition of four new pumpers and two new service trucks, the efficiency of the department has been greatly increased. However, additional equipment is needed every year to keep pace with the rapid growth of the city.

The Houston Fire Department, with its 219 attaches and fourteen fire stations, with efficiency a key note and harmony a paramount factor, is one of merit and serves the citizens faithfully, protecting their lives and property. The citizens should appreciate the fact that the firemen encounter many dangers in the discharge of their duties. In responding to every alarm, their lives are in danger and they are subject to many hazards. In fulfilling their duties they render a faithful service, braving the elements and unflinchingly performing their assignments in a courageous and efficient manner.

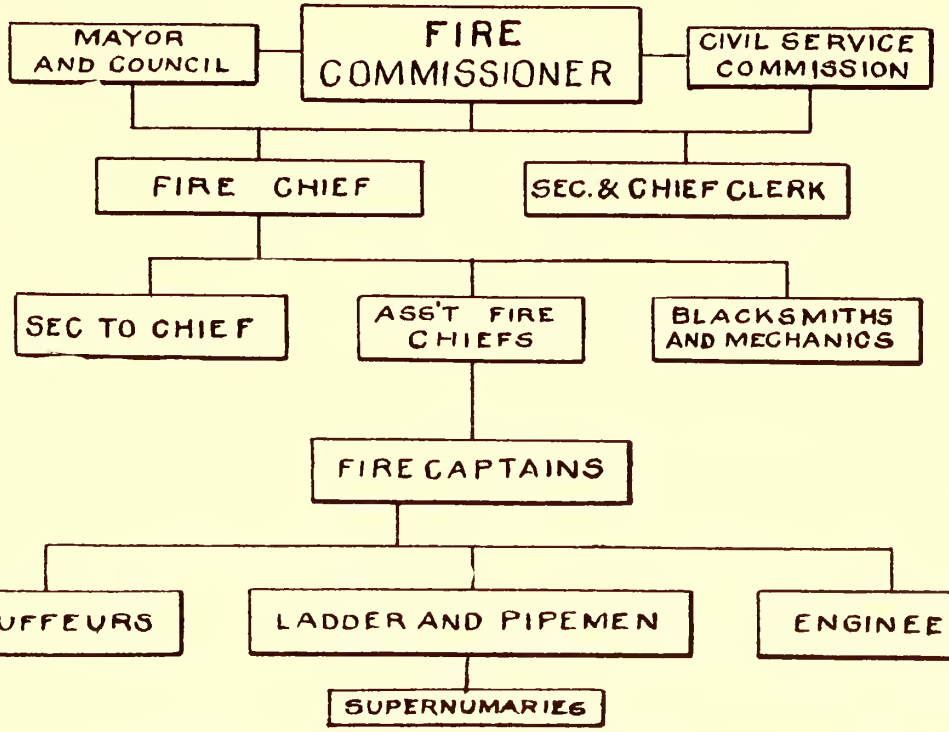
A division of the fire department is the Fire Marshal's office, under the direct supervision of the Fire Commissioner. The prevention and inspection of fires are the two chief duties of the Fire Marshal and while there are various other duties, these two are the most important.

During the year 1921 grass and flue fires were among the many contributing factors of importance causing fires and were all preventable. The cleaning of flues would solve the problem, which must be met continuously by the fire department in the innumerable number of flue fires.

Celebration of Fire Prevention Day, October 9, 1921, was participated in by the Fire Marshal's office in conjunction with the fire department and the Fire Insurance Exchange. Messages on fire prevention were sent to all the public schools and churches and a public demonstration held in this connection.

The fire loss for 1921 was $865,966.15, which is considered very low, taking into consideration the size of the city and the thickly populated districts within its corporate limits. The value of property involved in the fire loss for 1921 amounted to nearly $20,000,000. Houston's key rate for 1921 was 15 cents based on a $100 valuation.

Organization Chart of the Fire Department



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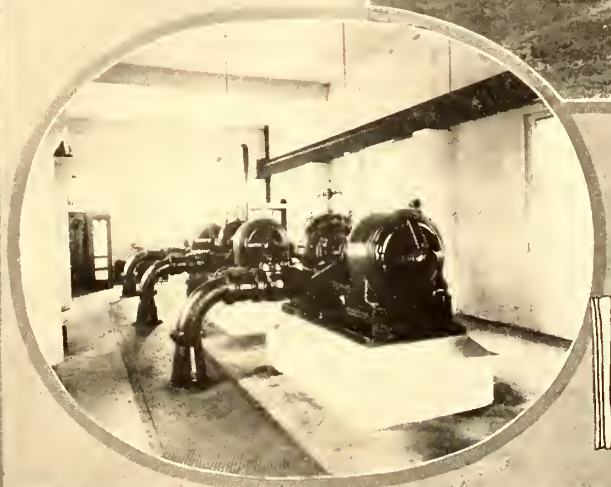
Views of the Water Department's Pumping Plants

Outside of South Side Pumping Plant showing pumping house & 50,000 gallon settling tank

Exterior view North Side Electrical Pumping Plant

Exterior view of Central Pumping Plant steam driven oil for fuel



Interior view of South Side Electrical Pumping Station, pumping from settling tank to main, usually 4,500 to 5,000 gallons per minute

Water Department

THERE is probably no municipal department of greater and more vital importance, or more necessary in the daily pursuits of life, of the citizens than the water department. The public health depends largely upon pure water and Houston is particularly fortunate in possessing an abundant water supply originating from 42 artesian wells of an average depth of 1200 feet and a well organized and highly efficient department.

The analysis of Houston's water is as follows:

	Parts per Million
Silica	17.20
Iron and Aluminum	0.70
Calcium Bicarbonate	117.00
Magnesium Bicarbonate	39.80
Sodium Bicarbonate	203.00
Sodium Sulphate	39.60
Sodium Chloride	65.80
Volatile and Organic Matter	113.19

During 1921, with nearly 200 miles of water mains extending in every direction over a great area within the limits of the City, and four pumping plants of large capacity, 4,127,905,230 gallons of Houston's invigorating artesian water surged forth for the constant use of the people, an increase of 102,618,620 gallons over the year 1920. The total daily average pumpage for the year 1921 was 11,309,329 gallons, an increase in the daily pumpage over 1920 of 311,280 gallons.

For the year 1921 the earnings of the department amounted to $384,221.44, an increase of $37,489.47 over the previous year, while the total expenses covering operation and maintenance for 1921 were $150,356.87, a decrease of $3,016.02 against expenditures of 1920. The 1922 appropriation of the water department is $157,230.00.

The department has a valuation of $2,225,000.00.

The Water Department is headed by the Water Commissioner, elected by the people, and the departmental organization consists of 66 employees of which number, 9 comprise the entire office force, 22 are in the operating, engineering and pumping plant service, while the remainder occupy placements in the skilled and day labor service. Included among the total number of employees are 3 meter readers and 3 helpers, whose duties involve continous attention to the 19,913 water meters in use.

The department maintains a completely stocked store room where parts and equipment and replacement materials are received and issued and service connections repaired.

CENTRAL PLANT

This plant, the parent and oldest of the pumping units of the department, is termed the reserve plant and is prepared at all times to reinforce the City's water supply in the event of a breakdown at one or all of the electrically driven plants.

SOUTH SIDE PLANT

With four wells complete and producing, this unit is rendering a most satisfactory service both as to production and operating cost.

WEST END PLANT

This unit continues to produce very satisfactorily and the water supply produced by two wells at the present time is ample for the requirements of the plant.

NORTH SIDE PLANT.

This unit is operating smoothly and with the completion of well No. 3, the water supply at this point will be adequate for immediate requirements. All of the plants operate 24 hours a day.

A fundamental policy of the present administration of the water department is that the department should not be operated with a view of making a large profit and any earnings accrued from the departmental activities should be returned to the people in the form of extensions and general improvements.

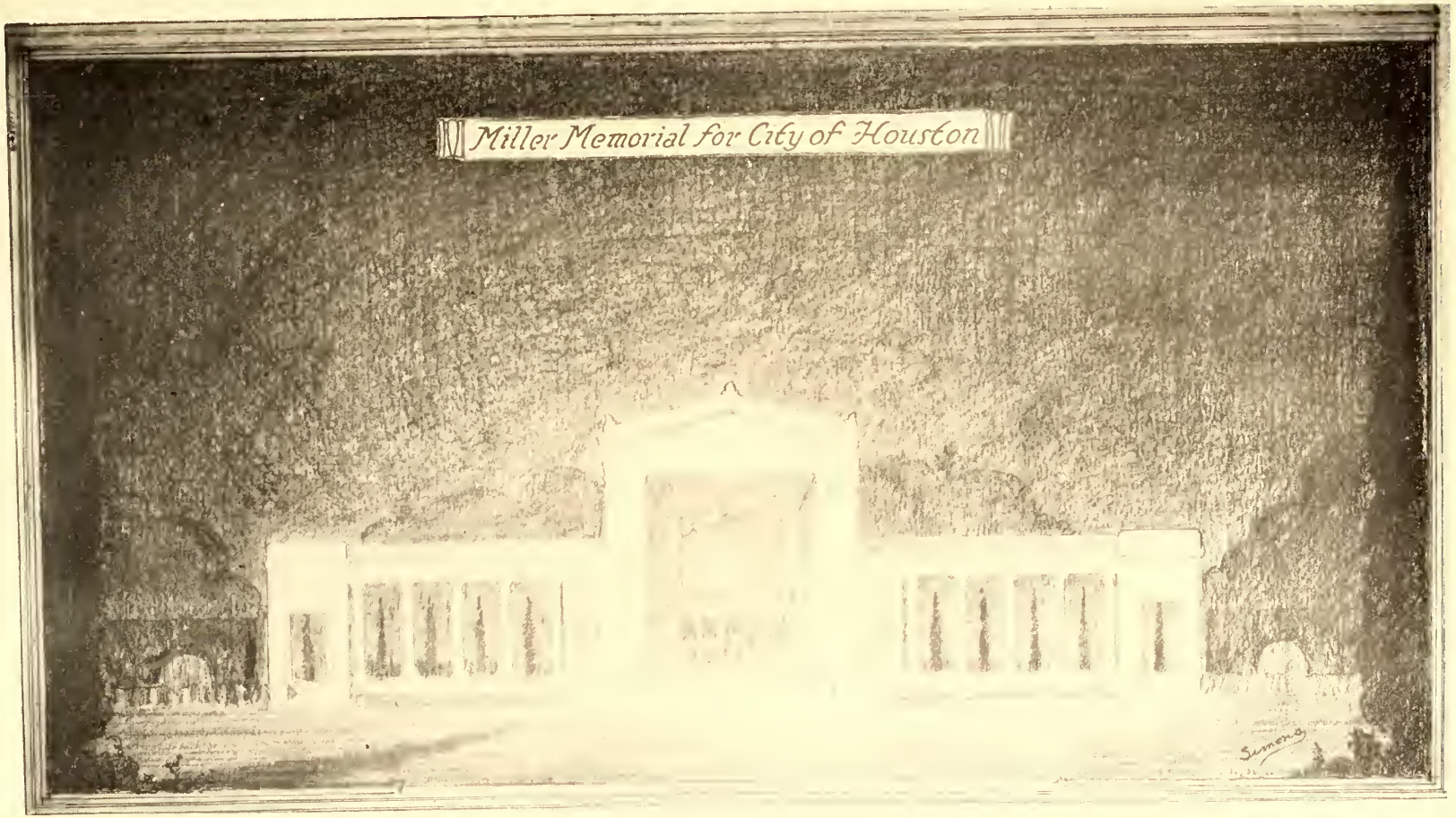
There are many expenditures necessary in the varied and extensive functioning of this department and many expenses must be incurred upon which there are no direct returns.

The City's extensive paving activities necessitating the renewal of services, moving fire plugs, lowering and recorking mains, require expenditures of large amounts of money. The deterioration of mains, which increases with age, results in a yearly increase in the number of leaks and it is necessary for the department to repair same. In many cases where leaks occur under a paved street it is necessary for the department to incur the expense of replacing pavement after repairing leaks.

Another fact to be considered is the tremendous volume of free water furnished by this department to the City's schools, charitable institutions and the various municipal departments.

A well balanced and constructive program of expansion has been outlined for the year 1922 and development covering many of the projects is now under way.

The water department is keeping in line with progressive Houston and is rendering a service of merit to the citizens.



This Handsome Structure is now Being Erected in Hermann Park and will be Used for Public Functions and as an Open Air Theatre.

Police Department

WHILE HOUSTON is the largest railroad center in the southwest and is the very heart of the oil producing fields of the Gulf Coast section, it is today more free of crime and vices of all kinds than ever before in its history, which condition is due, primarily, to the determination of the present administration to put the police deparment on a high plane and make it among the most efficient police departments in the South.

The Department has followed in the path of progress of the city year by year, but it was not until 1921 that the city officials inaugurated the policy of progressiveness and expansion which brought this branch of the city government up to its present standard.

One of the principal achievements for the department in 1921 was the inauguration of a squad of picked men who are assigned to do traffic duty only in the business district. These men were carefully selected and are working under positive instructions that their duties are more of an educational nature than anything else and that upon their work depends, in a large measure, the success of the plans of the present city administration to handle the traffic of the congested business district to the satisfaction of the citizens.

A problem which confronts the police of Houston and likewise the police departments of every large city is that of handling youthful lawbreakers. Under the laws of Texas these offenders cannot be treated as ordinary criminals, but must be handled from a reformation standpoint. In this department there are two men working continuously and in 1921 they handled an average of 16 juveniles a day.

The man in charge of this branch of the police work is an experienced juvenile officer and in his dealings with the juvenile offenders, he usually reprimands them before taking any drastic steps. The last step in the reformation of a juvenile is to send him to a reform school, towards the maintenance of which school, the city makes a yearly contribution.

In order to appreciate the development and progress of the Police Department it might be well to go back ten years. In 1911 Houston had a comparatively small department, operating at a total annual expense of $127,524; the annual expense for 1921 was $304,349.31; the total annual revenue in 1911 was $28,209; the annual revenue for 1921 was $54,858.90. The total arrests in 1911 were 7,851, while in 1921 they were 13,159. Ten years ago Houston had less than 100 men while today the average force consists of 175 active officers.

From the mere makings of a department during 1911 such progress has been made during the last year that the department now ranks as one of importance in the nation and operates with absolute harmony and sys-

tematic alertness under the command of practical and experienced superior officers. To accomplish this has required a vast amount of patience, individual effort and co-operation, together with Civil Service which has placed the department on a high plane and which has induced efficiency and discipline in the organization.

With the progressive spirit and expansion policy of the present administration, there is no doubt that the police department will make greater strides during the coming years.

In the operation of this department the old adage "An ounce of prevention is worth a pound of cure" is exemplified and is one of the policies of the department, and the continuous instruction of the personnel by Civil Service efficiency meetings is another, while courtesy to the citizenship is still another policy.

The present force consists of a Superintendent of Police, Chief of detectives, Secretary of Police, 3 Captains, 2 Clerks of the Corporation Court, 1 Bertillion Operator, 2 Bertillion Clerks, 1 Building Superintendent, 3 Chauffeurs, 16 mounted officers, 30 Traffic officers, 20 Detectives, 6 Vice Investigators, 2 Juvenile officers, 94 Partolmen, 5 Departmental clerks, 1 Police-woman, 2 Motorcycle officers and 6 Speed officers.

The budget allowance for salaries for 1921 was $252,954.07. Other expenses, outside of salaries and automobile maintenance, were $33,600. The greatest care is exercised in order to keep the expenses well within the limitations of the budget. Continuing on the subject, the annual budget allowance for maintaining 14 station automobiles, including the purchasing of new equipment in 1921, was $18,178.54. The police machines operate 24 hours each day and are subject to hard usage in the service but nevertheless are operated at a minimum expense. During 1921 the cars covered approximately 350,000 miles, consuming 17,000 gallons of gasoline and the total operating cost was $18,593.54.

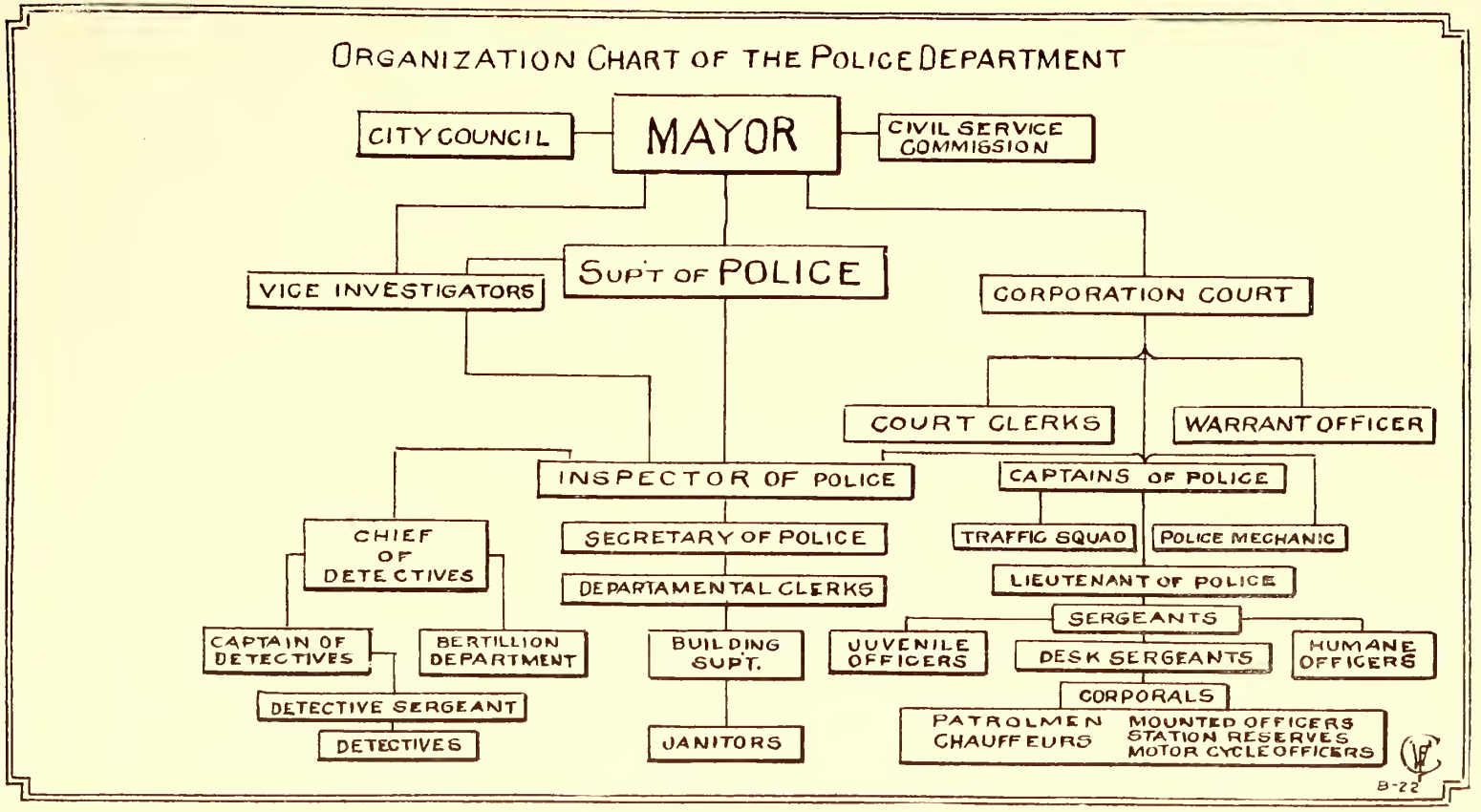
In the Corporation Court, where all violators of city ordinances are handled, fines to the amount of $55,062.00 were assessed during 1921 and of this amount $46,989.50 was paid.

A very important division of the Police Department is the detective branch. The Chief of Detectives is in charge, reporting direct to the Superintendent of Police. The operatives working out of this department are men of experience who have been advanced after years of satisfactory service in the ranks and who demonstrated beyond doubt a special adaptability for the work before being given assignment in the detective department.

During the year 1921, the detective department recovered $560,231.59 worth of stolen property, of which $12,755.91 was jewelry, and $522,443 in stolen automobiles. The amount of stolen property of all kinds reported was $710,872.86.

Another important function of the police department is the Bertillion division and its operations. The research work of this bureau is continuous and the equal of any similar department in the south in its operation. In order to show the extent of the work in this division, it might be well to mention that during the year 1921 7229 photographs and finger print sets were finished by the bureau, while 335 subjects were handled.

Among the numerous activities of the police department are the continued efforts of the mounted officers toward the strict enforcement of the stock and dog ordinances. While only the outlying residential sections are affected, the activities of the department along this line extend over the entire city.


ORGANIZATION CHART OF THE POLICE DEPARTMENT
CITY COUNCIL
MAYOR
CIVIL SERVICE COMMISSION
VICE INVESTIGATORS
SUPT OF POLICE
CORPORATION COURT
COURT CLERKS
WARRANT OFFICER
INSPECTOR OF POLICE
CAPTAINS OF POLICE
CHIEF OF DETECTIVES
SECRETARY OF POLICE
TRAFFIC SQUAD
POLICE MECHANIC
DEPARTAMENTAL CLERKS
LIEUTENANT OF POLICE
SERGEANTS
CAPTAIN OF DETECTIVES
BERTILLION DEPARTMENT
BUILDING SUPT.
JUVENILE OFFICERS
DESK SERGEANTS
HUMANE OFFICERS
CORPORALS
DETECTIVE SERGEANT
PATROLMEN
CHAUFFEURS
MOUNTED OFFICERS
STATION RESERVES
MOTOR CYCLE OFFICERS
DETECTIVES
JANITORS
B-22

Civil Service Commission

THE CIVIL SERVICE plan was adopted by a vote of the people in Houston at an election held in 1913 and today the employees of practically all of the departments of the City government are working under this system.

A charter amendment creates a Civil Service Commission outlines the duties of that body and prescribes the fundamental activities of the system.

Since its inauguration Civil Service has proven entirely satisfactory and has resulted in a higher and better type of employees for the City Government.

The work of the Civil Service Commission has been of a varied nature, because of the infancy of the plan in this City, and the results obtained have been most gratifying from both the standpoint of those employed and the City government.

Under the Houston plan of Civil Service, a higher class of employees have come into the employ of the City government, and this result is due, first, to the rigid entrance requirements and second, to the practical certainty that ability and faithful performance of duties will guarantee continued employment and eventually promotion.

Out of 1358 employees, exclusive of more than 1000 connected with the school system, on the City's payrolls at the close of 1921, there were 608 under Civil Service. Of that number 215 were in the Fire Department, 165 in the Police Department, 39 in the Street and Bridge Department, 44 in the Engineering Department, 30 in the Water Department, 20 in the Health Department, 16 in the Land and Tax Department, 22 in the Manager's Department, 1 in the Legal Department, 14 in the Harbor Department, 3 in the Houston Foundation, 5 in the Controller's Department, 14 in the Disposal Plants, 5 in the Public Parks, 10 in the Electrical Department, and the remainder scattered in the other various City Departments.

While there are some employees in all of these departments who are not included under Civil Service, the above figures show only those who are actually under Civil Service.

There is a complete card index record of each of these employees in the office of the Commission, and this record is kept up from day to day.

Change of status of an employee, change in salary, leave of absence, transfer, suspension, and such other information necessary to make a complete record is listed from time to time.

One of the most important duties of the Commission is the holding of competitive entrance examinations from time to time for the purpose of selecting from applicants those best equipped to perform, in an efficient manner, the work in various departments of the City Government. These examinations include physical and educational tests and investigations as to moral character and previous experience. Only those applicants whose moral character and physical condition are found to be satisfactory are permitted to take further examinations. Those applicants who successfully pass the examinations are placed on eligible lists, and when the heads of departments need new employees, they draw them from these lists beginning at the top of the list. The applicants take rank upon such eligible list as candidates for appointment in the order of their relative excellence as determined by such examination. The examinations are of the nature calculated to determine the fitness to ably fill the particular position in question. Examinations for promotion are likewise held. In examinations of a technical nature, the department head making requisition for the employee assists in preparing the questions and grading the papers. All examinations are conducted by the Secretary and Chief Examiner of the Commission, except physical examinations, and these are conducted by the City Health Officer.

A very important function of the Civil Service is the hearing of appeals of employees recommended for discharge by the heads of departments. This is a very advantageous feature, not alone for the employee, but for the department head as well. The decision of the Commission on matters of this kind is final, and this system assures a fair and impartial trial for the employee and relieves the department head of the very unpleasant duty of discharging.

Another very important work of the Commission is the checking by its Secretary and Chief Examiner of all weekly and semi-monthly payrolls of the City before they go to the Controller for payment. A particular safeguard in this feature is that only the proper rate of salary of each employee as established by the Council is approved, and also the determining if the proper authority has been obtained for the placement of new employees.

An important work now being carried on by the Commission is the proper placement of aged City employees wherever possible. When there is a vacancy in the positions of watchman, janitor, or any other position where the work is light, these positions are filled with employees who have served the City faithfully in the past and have become incapacitated through old age or other reasons to satisfactorily perform the duties of the positions which they have heretofore filled.

In the past it has been the custom to go on the outside to secure men for these positions, when in the City's employ there are many who can render just as satisfactory service as an outsider; for instance, a man might be incapacitated in many ways to serve as a fireman, but at the same time, be amply qualified to satisfactorily and efficiently fill the position of watchman or janitor, etc. In the police department there are a great many men who have outlived their usefullness in filling the positions which they now hold. Some of these men have grown old in the service of the City, while others have become slightly incapacitated from various

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Birds-eye View of Part of Houston's Business District from Top of one of its Tall Buildings.

View of the Turning Basin on the Houston Ship Channel, Showing a Number of Ocean Going Vessels Loading and Unloading Cargoes.

Hermann Park, the Largest of Houston's Chain of Parks Looking from Main Blv'd. This View Shows Work Done by Men Given Emergency Employment by the City

reasons, and good results are being accomplished by the transferring of these old employees to positions where the work is lighter and where they will be in a position to render satisfactory service to the City government. The whole situation is that the Commission is taking care of the old and faithful employees, and at the same time is serving the best interests of the City.

An important work inaugurated during 1921 by the Commission is the instruction course for members of the Police and Fire Departments. These instructions are given at semi-monthly efficiency meetings conducted by the Secretary and Chief Examiner of the Commission and it is compulsory upon every man in each department to attend these meetings.

For both the Police and Fire Departments a merit and demerit system has been inaugurated and this plan has tended to materially increase the efficiency of the men in both departments.

The handling of the group insurance covering all City employees, whether under Civil Service or not, is another thing which devolves upon the Civil Service Commission.

As an evidence of the work performed by the Commission in 1921, more than 1200 applications for Civil Service positions with the City were received and during the same period, more than 500 prospective employees were put through the Civil Service examinations, out of which number 146 were placed as probationary employees.

Perfect harmony has prevailed between the Commission and the heads of the various City departments since the inauguration of the system in 1913, and this was particularly true in 1921, the Commission working in perfect co-operation with the present administration and receiving at all times unqualified support in all the Civil Service activities.

Electrical Department

HOUSTON'S Electrical Department, with its network of wires and fire and police alarm boxes scattered throughout the city, is one of the most important branches of the city government. From its infancy, in 1898, this department has been forging ahead until now its alarm systems are in close touch with almost every section of the city. The equipment of the department alone is worth $165,000.

Besides handling the police and fire alarm systems the department is in full charge of the installation of electric traffic signals which are being used on the streets in the downtown section.

The fire alarm system now consists of 260 fire alarm signaling boxes, with 7 miles of underground cable, approximately 200 miles of overhead wire, with a Central office equipment of modern apparatus consisting of 20 box circuits and repeating instruments, for receiving and sending alarms to the fourteen engine houses connected with the system. The installation of fire alarm boxes in the commercial districts will compare favorably with any city. These boxes are mounted on iron pedestals, and connected direct to the underground cables, and each box is provided with a light and a thirteen inch globe with the words "fire-alarm" in red, which signifies to the public the purpose of these boxes.

In 1909 the city officials saw the need of the installation of a police telegraph signalling system, which is similar to the fire alarm system, but for the sole use of the policemen reporting and receiving information in the remote parts of the city, and keeping in direct communication with Police Headquarters.

This system consists of 49 police boxes and 6 circuits. The purpose of the police signaling system is, when the officers are making the rounds of their designated territory, as they pass in the neighborhood of the police signalling boxes, they can report to Headquarters by signaling, as well as by telephoning, as these boxes are equipped for talking. These boxes are also equipped with what is known as a "flash light and bell system," which enables the police headquarters to signal and get in communication with policemen in any part of the city.

The activities of the department for the year of 1921 consisted of the installation of a fire alarm system in Houston Heights; also a combination police signaling and fire alarm system for the Turning Basin, on both the North and South sides. The purpose of this installation at the Turning Basin is for the benefit of the Watchmen, who can report to the police signaling operator with more accuracy and without hindrance, as directed,

while making their rounds through the Turning Basin properties. Also, in event of fire, they can give an immediate alarm direct to the Fire Department.

The City has purchased a twelve circuit switchboard, consisting of six gong circuits and six joker circuits. The purpose of this board is to relieve the present fire alarm box circuits of the engine house equipment, and to place them on independent circuits for receiving alarms. This will enable the operators to receive two or more alarms at the same time without the interference of one alarm against the other, or the possibility of losing an alarm.

The Police Patrol System is one of the most valuable assets of the Police Department. This system is so constructed and installed that Police officers, while attending duties of their regular rounds, can communicate by code reporting, and also talk direct to Police Headquarters.

When it is necessary for the Police Department to send out an emergency call, or give other information to the Police officer, the operator is notified of whatever information that the Headquarters desires to give to each other. By the use of the "flash light and bells" provided over each Police Box, the operator can get in direct communication with every officer in the city, with the exception of those in the parts of the city where such boxes have not been provided.

One of the great problems confronting American Municipalities now is the proper control of Street Traffic. This Department has been active, under the direction of the Mayor, in devising some electrical signaling system that would meet with the approval of the motoring public, and at the same time enable the Traffic Squad to properly handle traffic by these signaling devices.

In this connection the electrical department devised and installed a traffic system at Main Street and Preston Avenue, and since the installation of this system, the department has been working on plans to install duplications of the system at the following locations: Congress and Main, Prairie and Main, Texas and Main, Capitol and Main, Rusk and Main, Walker and Main, McKinney and Main, Fannin and Preston and Travis and Preston.

The entire system would be controlled from a Master Tower by one officer, who would be located at Capitol Avenue and Main Street. In conjunction with this Traffic System, there is a necessity for arranging it so that the traffic officer in charge will receive all fire alarms, which will indicate to him any of the Fire Deparement apparatus that will respond to alarms where they will have to cross Main Street.

Scenes from The Port of Houston, Texas.

Upper. A scene at the Turning Basin.

Lower.—Houston's new shipside high density cotton compress, showing enlargement of the wharf at the left under construction. This press, installed the latter part of 1921, pressed over 68,000 bales of cotton before the end of the calendar year.

Scenes from The Port of Houston, Texas.

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1. Houston's pioneer export shipment of cotton. Steamship Merry Mount, 8800 tons, loading 20,300 bales in November, 1919. The next season Houston took its place as fourth cotton exporting port of U. S.
2. A busy scene at the Houston wharves.
3. Construction under way for new $300,000.00 municipal wharf to be completed by July, 1922, which will serve grain elevator already in operation, meaning the shipment over this wharf of probably 1,000,000 bushels of grain per month.
4. Steamship Lake Gunni, pioneer ship from the Pacific Coast, unloading at Houston the first cargo of red cedar shingles to be brought to Texas by water, August, 1921.

Harbor Department

BACK in the history of Houston much mention may be found of the use of Buffalo Bayou as a waterway. Light draft vessels came to Main Street during the Civil War. Cattle were shipped to Cuba from a dock at the present location of the Sinclair-Gulf Refining Company's plant on Sims Bayou, and in the early days merchandise was brought to Galveston by boat and was transferred thence across the bay up the river to Bay Town, near the present refinery dock of the Humble Oil and Refining Company. From this point wagons drawn by oxen distributed the freight inland to many cities and towns over the prairie trails.

Much of the granite used in the construction of the Galveston jetties came by rail to Clinton, whence it was shipped by boat to the Gulf.

Navigation coming into Houston before 1879 found the following waterways to traverse: At the entrance from the gulf, known as "Galveston bar," the water was but nine feet deep; in Galveston Bay it had a depth of from six to ten feet, obstructed by Redfish Reef with only four feet of water over it. Next they traveled the San Jacinto River as far as Lynchburg, from 500 to 1000 feet wide and 16 feet deep; then Buffalo Bayou, from 100 to 500 feet wide and from eight to 12 feet deep, to Harrisburg, and thence to Main Street, from 60 to 100 feet wide and from five to eight feet in depth.

The improvement of the Houston Ship Channel commenced the same year that Galveston started to better her own port. In 1870 the citizens of the island importuned congress for help in deepening the entrance to their harbor, and in the same year private individuals commenced the cutting of a canal through Morgan's Point and into Galveston Bay, five miles long, 150 feet wide and 14 feet deep, which took six years to complete.

Thus was begun by private citizens the improvement of Houston's waterway, and work from that time on progressed rapidly until on December 31, 1921, a total of more than $9,300,000.00 had been expended on dredging, of which almost $3,000,000 had been contributed by the people of Harris County.

In 1914 the channel was completed to a depth of twenty-five feet, with a bottom width of 100 feet above Morgan's Point, and 150 feet across Galveston Bay.

The City of Houston then undertook the problem of providing terminal facilities, and the first wharf, number one, was completed the next year, in 1915. This was followed by the completion of wharves two, three, four and five, and the Cotton wharves, in 1917, and the warehouse in 1918, the Municipal Harbor Belt Railroad being constructed at the same time to serve these properties.

By this time the war was in progress and shipping in such an abnormal condition that little commercial development of the port, for the time being was possible, and the most of the facilities were rented to the War Department for the storage of aviation supplies.

At the beginning of 1919, the Armistice having been signed, the

City decided to take steps to develop the operation of the port and the facilities already existing and on April 1, 1919, a Harbor Department was created and a Director of the Port appointed, to act both as executive officer for the City and for the Harris County Houston Ship Channel Navigation District as well, the Navigation District being the local organization designed to vote bonds and make contributions on behalf of the people of the County toward the dredging and improvement of the waterway.

At this time Congress had just authorized the deepening of the channel to 30 feet and the widening of it to 150 feet above Morgan's Point and 250 feet across Galveston Bay, and one of the first tasks of the Harbor Department was the securing of the necessary dumping permits from the property owners along the channel.

Negotiations were started also toward improving the marking of the channel across Galveston Bay and after some months of delay, spar buoys were installed on both sides of the channel at half mile intervals along this entire section.

During the war insufficient maintenance of the channel resulted in some shoaling which claimed the attention of the Department and took several months to remove. Finally, in November 1919 a start in the exporting of cotton was made with the loading of the United States Shipping Board Steamer "Merry Mount" for Liverpool. In the next few months about 69,000 bales were exported, while constructive plans were being made on a larger scale for business for the next season.

This commenced with the loading of the Leyland Line Steamer "Nevisian" in August 1920, which marked not only the beginning of the new season, but the entry into the Port of Houston of the first Foreign Steamship line.

From this time on, due to constructive plans for the enlargement of service through the port, various other lines became established and the business rapidly grew to the limit, rendered possible by the number of wharves existing.

The deepening of the channel to 30 feet began in July 1920 and has progressed steadily since, with the result that over half the length of the channel has now been opened to the new depth and width.

At the time of the construction of the existing wharves there was some sentiment in favor of allowing their use without the assessing of any charges of wharfage, dockage, etc., as are made at other ports, but in view of the fact that this would make the port a burden to the taxpayers and restrict the financing of proper development, the Department issued a tariff charging wharfage, which became effective on October 15, 1920, on foreign business, and on Jaunary 1, 1921, on coastwise.

During 1921 the business of the port was almost as much as could well be accommodated on the existing wharves, and shed space was added to in several instances to care for the increasing traffic. The following tabulation gives the business for the port of Houston for the calendar year of 1921.

Vessels.

Arrivals	American 201	Foreign 70	Total 271
Departures	American 202	Foreign 71	Total 273
Local (Tugs, Launches & Barges)			Total 16,962

Imports

Short Tons .....227,254 Value.....$ 3,302,271

Exports

Short Tons ..... 318,092 Value.....$48,827,043

Coastwise

Inbound Tons	213,509	Value	$12,461,775
Outbound Tons	637,583	Value	9,286,246

Local

Inbound & Outbound Tons	1,440,911	Value	$ 5,086,053
	2,837,349		$78,963,388

Of the above tonnage the following quantity moved through the upper or light draft channel as well as traversing the main channel: 113,746 tons valued at $576,884.

The revenue of the Harbor Department derived from the operation of the City's port facilities for the calendar year of 1921 amounted to $119,243.39. The significant feature connected with this question of revenue is the increase in the net revenue of the Harbor Department determined by deducting the cost of operation and repairs from the gross revenue. There is shown below a comparative statement for the last three years indicating a tremendous increase which speaks for itself.

In 1919 and 1920 there was some revenue which is not included in this statement which was derived from the use of some of the City's facilities by the Government for the storage of airplanes, but which was not port revenue and accordingly is not included therein.

	Oper. and Repr.	Revenue	Net Revenue
1919	$17,572.63	$ 20,686.42	$ 3,113.79
1920	32,839.44	79,098.27	46,258.83
1921	45,577.24	119,243.39	73,666.15

Outside of the usual business of the port, ten special features stand out as achievements of the year 1921. They are:

1. The passage of Bill by the State Legislature making possible the future financing of the port by Navigation District bonds, this allowing the City finances to be unhampered by further expenditures for port development.

2. The construction of a shipside high density cotton compress was undertaken and completed, making use of the three cotton sheds previously erected by the City on the north side of the Turning Basin, which have a storage capacity of 40,000 bales of cotton.

3. The extension of the wharf serving the cotton compress was begun. The effect of this extension is to provide a complete wharf with railroad trackage independent of the compress, which will also be served from the compress by means of a conveyor or truckways.

4. The construction of the Manchester wharf, one and one half miles below the Turning Basin was begun, the funds for this construction having been provided by bond issue several years before.

5. The modern flour mill and elevator of the Houston Mill & Elevator Company was completed and put into operation for the manufacture of flour during the year. This structure will serve as an export elevator, with carrier house on the Manchester wharf, and has an initial capacity of 500,000 bushels as constructed, with abundant room and plans designed to provide for further enlargement in the future.

6. A franchise was granted to the Channel Coal Company for the use of 500 feet of City waterfront adjoining the Manchester wharf for the construction of a modern mechanical handling plant for the import of coal in large quantities for consumption in the interior of the State and also for the bunkering of vessels in the port.

7. A franchise was granted and a plant erected adjacent to the Turning Basin for the bunkering with oil of vessels while loading or

discharging cargo at the wharves. This will be accomplished by latteral pipes with valves at each berth on the Municipal wharves, by means of which, connection can be made with vessels without the necessity of shifting.

8. A lease was made of one end of wharf number one and the erection of a shipside cotton seed cake grinding plant begun, which was practically ready for operation at the end of the year. The cake brought from the interior in bulk is here ground and sacked for export.

9. On June 8th of this year, the Secretary of War transmitted to the Congress a report recommending that the light draft channel extending from the Turning Basin to Main Street be improved and maintained with a bottom width of 60 feet and a depth of 10 feet, at an estimated cost of $88,000, with an appropriation of $12,000 to $15,000 annually thereafter for maintenance. This channel is of great importance to the port, but so much effort had been expended in obtaining the assistance of the Government on the main channel improvement that the upper channel was allowed to wait until the Director of the Port made, under date of November 28, 1919, the request to the Government for this improvement, which has resulted in the above mentioned action.

10. As a result of a request of this office dated October 1, 1919, and subsequent correspondence, the Lighthouse Department during the year recommended that thirteen additional lights be placed on the Houston Channel between Bolivar Roads and Morgan's Point. At the close of the year provision for this improvement was about to be included in the Lighthouse Bill being presented to Congress.

The business of the port has been all that could be expected under the conditions prevailing in shipping circles throughout the world. Although the first shipment of cotton through the port was made in November 1919, the cotton season ending in August 1921 showed a total of 466,185 bales exported through the port for the preceding twelve months, thus placing Houston in its second season, in the position of fourth cotton exporting port of the country.

During the year the importation of sisal hemp from Mexico was begun, a total of 39,983 bales having been brought over the wharves and stored in the warehouse for subsequent distribution.

Intercoastal steamship service with the Pacific Coast was started and the first ship of this line brought into the port the initial shipment of Pacific Coast red cedar shingles to reach Texas by water.

Thus the Port, in addition to making use promptly of the Panama Canal, has had a large number of trade routes opened, as is evidenced by the following steamship service which was operating out of the port of Houston at the end of the year:

Daniel Ripley & Co., Houston to Bremen, Havre, Antwerpt, Hamburg, Ghent.
Leyland Line, Houston to Liverpool.
Harrison Line, Houston to Liverpool.
Lallier & Latta, Houston to Hamburg, Bremen.
Sgitcovich & Co., Houston to Liverpool.
Lykes Bros., Houston to Cuba, Porto Rico, West Indies.
United Steamship Co., Houston to Cuba, Porto Rico, West Indies.
Blakely Smith & Co., Houston to Barcelona, Tampico, Vera Cruz.
Pacific, Gulf, Carribean Steamship Co., Houston to Seattle, Portland, San Francisco, Los Angeles.
Southern Steamship Company, Philadelphia to Houston.

The above list indicates only the regular service, in addition to

which there are innumerable tramp sailings and regular oil transportation service of the various refineries.

The public port facilities of the City are shown by the following table:

*** Table of Municipal Harbor Terminals**

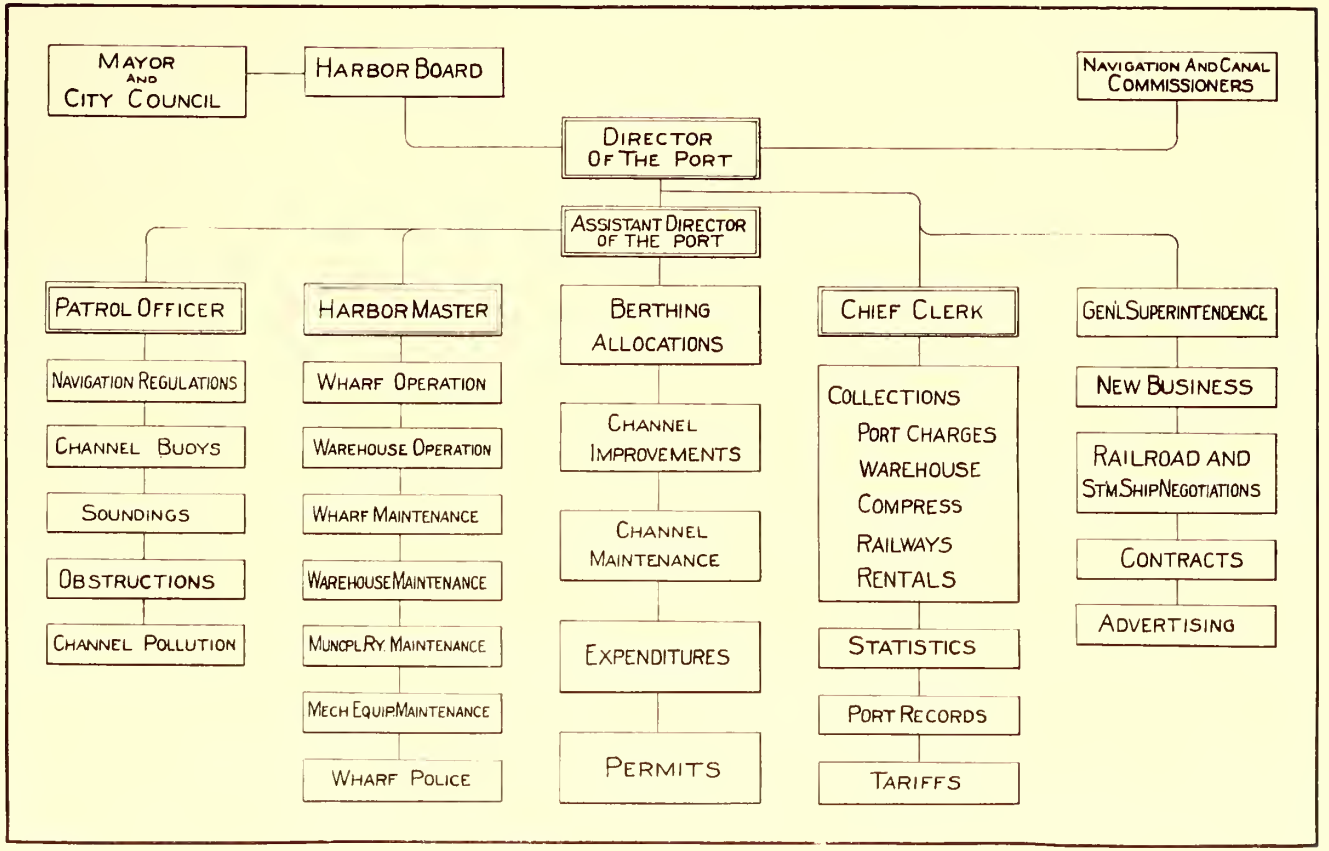
Wharf	Length Feet	Berthing Cap. in Vessels	Covered Area Sq. Ft.	Open Area Sq. Ft.	R. R. Car Stor.
No. 1	647	2	62,875	26,750	83
No. 2	522	1	53,500	23,190	55
No. 3	799	2	15,140	9,349	23
No. 4	777	2	60,827	27,841	73
No. 5	104	1	.....	4,514	....
Cotton Comp. & Con. Sheds			254,893	.....	148
District Warehouse	.....	..	201,203	.....	82
Under Const. 7 & 8	800	2	74,166	20,514	
Manchester Wharf	500	1	86,836	17,164	30
	4149	11	809,382	129,322	494

* Does not include Main Street Wharf on light draft channel.

A number of industrial plants are located on the channel. On the upper or light draft channel above the Turning Basin there are located four cotton compressing plants with six presses. On the main channel below the Turning Basin there are situated three cotton compresses, one cement plant, two fertilizer plants, one molasses importing plant, one chemical plant and eight oil refineries, the larger among which are the plants of the Humble Oil and Refining Company, the Sinclair Refining Co., the Galena Signal Refining Company and the Crown Oil & Refining Co.

The City has been fortunate in obtaining the services of its public spirited citizens who since the creation of the first Harbor Board have served thereon to assist and advise the City Council on Harbor matters.

Organization Chart Harbor Department



Controllers' Department

The Controller's department is one of the City's foremost departmental organizations and its jurisdiction in fiscal matters extends over every city department.

The City Controller, elected by the people, is the active and directing head of this department, while 5 energetic bookkeepers, clerks and accountants efficiently handle the vast amount of work devolving upon this department.

The Controller's department might be termed the watch dog of the City Treasury and absolute accuracy and efficiency are the department's watchwords, for no public funds can be paid out for any cause whatever until this department has passed approval.

The varied duties of the Controller are specifically prescribed by the City Charter, the most important being covered by section 2 as follows:

"It shall be the duty of the Controller to superintend and supervise the fiscal affairs of the City of Houston, and to manage and conduct the same as prescribed by this Charter and the ordinances of the City of Houston that are now or may be hereafter enacted, and said Controller shall prepare and publish in some newspaper in the City of Houston, not later than the 5th day of each month, a statement of the preceding month's expenses, which statement shall show the total amount paid in monthly salaries to all the employees in each department of the city, and shall also show the amount paid on the weekly pay roll to all persons working for the city by the week or day, and shall also show the cost of maintaining each department of the city government, and the total amount of each month's expenses so incurred; said statement shall also show the cost of improvement and extension work not properly classed as current expenses and not done under contract with outside parties, and shall show all other extraordinary expenditures, for interest on bonds, payments on bonds, etc., which statement shall be signed and sworn to by said Controller, and he shall permit any qualified elector at all reasonable hours to examine or inspect the books of the city, furnishing such party all reasonable assistance therein, and the Council shall pass suitable ordinances to enforce this section and provide suitable penalties.

"It shall be the duty of the Controller to keep books of account of the City of Houston, and to make such financial reports and statements as are provided by the terms of this act. His books of account shall exhibit accurate and detailed statements of all moneys received and expended for account of the city by all city officials and other persons, and shall show in detail the property owned by the city and the income derived therefrom.

"He shall also keep separate accounts of each and every appropriation made by the City Council, showing the date thereof and the purpose for which the same is made, and shall show for what each payment of any public money is made and the manner of making the same and to whom same is made.

"He shall keep a separate account with each department of the city government, and also such other accounts as may be necessary to show

a complete financial statement of the city, and he shall be prepared at every regular meeting of the City Council to give such information concerning the finances of the city as the Council may require.

"All warrants or orders for payment of any public fund or moneys for any purpose shall be signed by the Controller and the Mayor. No warrant not signed by the Controller shall be authority for the payment of any public funds whatever, but the Controller shall in no instance, unless the money is in the treasury and in the fund against which it is drawn, sign any warrant or order for the payment of any sum or amount for any purpose; provided, however, that nothing herein contained shall prevent the issue and sale of warrants to anticipate the current revenue for any one year, which said warrants shall bear such rate of interest, not exceeding five per cent as the City Council by ordinance may prescribe.

"He shall not sign any contract nor make or execute any warrant or order for the payment of any sum of money, unless the same be legal and all prerequisites and requirements shall have been complied with, nor until after an appropriation has been duly and legally made therefor.

"He shall, whenever deemed necessary, require all accounts presented to him for settlement or payment to be certified by affidavit, and he is hereby authorized to administer oaths, with authority to compel and require persons to answer such questions as may be propounded to them touching the correctness of any account or claim against the city. He shall require all persons who shall have received any moneys belonging to the city, and not having accounted therefor, to settle their accounts, and it is hereby made his duty from time to time to require all persons receiving moneys, or having the disposition or management of any property of the city of which an account is kept in his office, to render statements thereof to him; provided that no warrant or order shall ever be issued in favor of any person or corporation, or to the assignee or agent of any person indebted in any manner for taxes or otherwise to the city, unless such debt so due and owing to the city be paid.

No disbursing officer of the city, nor any one having money in his possession for the account of the city, shall pay the same to any person or persons for the account of the city, except to the regularly designated officer or custodian of the public funds for the city, except upon draft or warrant countersigned by the Controller of the City of Houston, and signed by the Mayor; and the Controller shall not countersign any such draft or warrant until he has audited and examined the claim and found the same justly and legally due and payable, and that the payment has been legally authorized, and appropriation therefor made, and that the appropriation has not been exhausted.

"The City Controller shall, on or before the fifteenth day of March in each year, prepare and transmit to the City Council a report of the financial transactions of the city during fiscal year ending the last day of February next preceding, and of its financial condition on the said last named day in February. The report shall contain an accurate statement in summarized form and also in detail of the financial receipts of the city from all sources and the expenditures of the city for all purposes, together with a detailed statement of the debt of said city, and the purposes for which said debt was incurred, and of the property of said city, and of the accounts of the city with the grantees of franchises.

"In addition to the annual statement herein required and of the reports which may be demanded by the Council at any time, it is especially made the duty of the Controller to be able to show at any time, and certainly upon or immediately after the first of each month, a compre-

hensive and accurate statement of the financial affairs of the City of Houston, and if any officer of any department or any employee of the City shall fail to make such stated or stipulated reports as and at the times required either by the Mayor or the City Council, it shall be the duty of the Controller to report such delinquency or failure to the Mayor, and further to state at any time any carelessness or negligence of any officer or employee in the making or stating of reports covering any matter within the range of the duty of said officer or employee."

SUMMARY CONSOLIDATED BALANCE SHEET—CITY OF HOUSTON

December 31, 1921.

ASSETS	Capital Accounts	Revenue Accounts	Skg. Fund Accounts	Trust Fund Accounts	Total
Cash	$ 497,444.88	$ 332,238.12	$ 597,264.35	$88,128.15	$ 1,515,075.50
Accts. due the City	1,482.05	811,464.38			812,946.43
Investments			1,928,999.50		1,928,999.50
Land, Bldgs. & Equip.	25,736,230.08				25,736,230.08
Material & Supplies		5,164.15			5,164,15
Due from other funds				653.47	653.47
Bonds Issued Unsold	225,000.00				225,000.00
Total Assets	$26,450,157.01	$1,148,866.65	$2,526,263.85	$88,781.62	$30,224,069.13
LIABILITIES					
Warrants Payable	$ 10,138.36	$ 91,273.25	$	$ 415.62	$ 101,827.23
Invoices Payable	200.37	17,250.22			17,450.59
Vendor Lien Notes	150,000.00				150,000.00
Funded Debt	16,612,000.00				16,612,000.00
Other Liabilities	46,337.45	212,021.00		88,366.00	346,724.45
Due Other Funds		653.47			653,47
Total Liabilities	$16,818,676.18	$ 321,197.94		$88,781.62	$17,228,655.74
Ex. Ass. over Lia.	9,641,480.83	827,668.71	2,526,263.85		12,995,413.39
	$26,460,157.01	$1,148,866.65	$2,526,263.85	$88,781.62	$30,224,069.13

Pumping And Disposal Plants

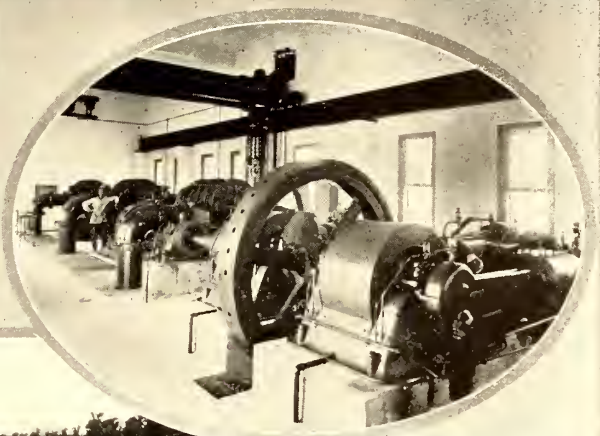
Bar Screen-Willow St. Pumping Plant

Grit Chambers-Willow St. Pumping Plant

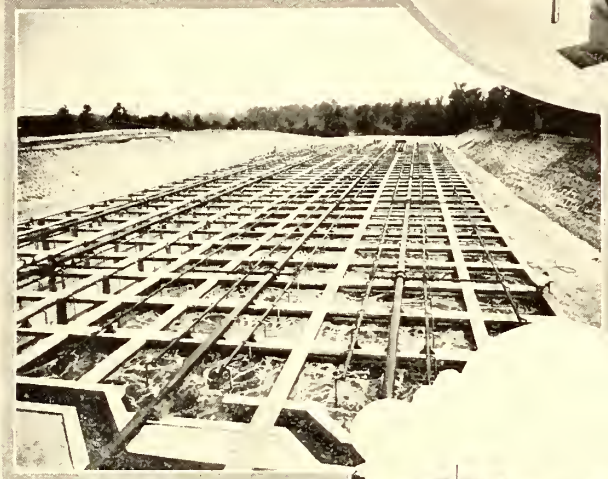
Scott Street Pumping Plant

Power House Southside Disposal Plant

North Side Disposal Plant



Interior View
No. Side Power House



Aeration Channels

General View

Settling Tanks

Engineering Department

THE ENGINEERING DEPARTMENT of a growing city the size of Houston is a department upon which much of the future progress of the municipality must depend. Through this branch of the city government almost all of the big problems of the municipality, such as street paving, drainage, sanitary sewers and bridge construction, are handled. In the engineer much confidence is placed by the city officials for it is his work that will in future years show where mistakes were made.

Houston's engineer probably has a more difficult position to fill than any other city engineer in Texas because of the climatic and drainage conditions prevailing in this section of the state. Besides, he has had other problems to work out, such as developing the facilities at the Turning Basin and handling the development of the Municipal Belt Railway.

The engineering department in Houston co-operates with every branch of the city government and it is this co-operation which has brought the department up to its present state of efficiency.

Like many of the other city departments, the Mayor exercises direct control over the engineering department and it is from the Mayor and the City Council that the engineer takes his orders, though he does not refuse to obey a request that may be made by a city commissioner or a department head.

Houston's size, wealth and peculiar climatic and soil conditions would seem to demand an amount of paving equal to, if not greater than, any other city of the State. An educational campaign for property owners concerning both the necessity for and benefit to be derived from more and better street paving, should be put on, as well as some definite method worked out whereby the City may finance its part of the work in a more adequate manner. The Engineering Department has shown a substantial increase, and in some items has shown practically one hundred per cent increase.

The need for a City plan is not now receiving the attention that its importance would justify. Considerable development is taking place just beyond the present City limits that is not being controlled in any manner and as a result the City, as it extends its limits, will fall heir to many problems which will be difficult as well as expensive of solution. To control this situation will require action by the State Legislature. It is strongly recommended that necessary action be taken to get an adequate law passed by the next session of the State Legislature giving a City control over the platting and development of property for a distance of one or two miles outside the city limits.

The many and various problems to be solved, even within the city limits, are of such a nature as to be beyond the ability of the Engineering Department, with its present force, to properly study and correlate so as to form a harmonious part of the future city. A City Plan Commission that can definitely recommend plans for future development and

that will have sufficient prestige to compel compliance therewith, regardless of individual objections, should be created at the earliest practicable date.

When the owner of property proposes to subdivide and develop it, this department uses its best judgment in insisting on adequate streets and roadways to provide for traffic and transportation expansion, but the facilities for a thorough investigation of conditions are entirely inadequate and, as a result, the best lay-out may not be secured.

Street paving to the extent of 29.581 miles was added during 1921. Of that amount 2.883 miles was permanent hard surface paving, aggregating 64,072.91 square yards, which cost for the City's part $83,414.19, and the property owners, $240,170.59. Gravel and shell paving was done to the extent of 18.809 miles, 180,102.7 square yards, at a cost to the City of $224,465.93. Paving done by property owners in improving new additions and industries, constituted 6.374 miles of gravel and shell, 61,204.5 square yards. The largest contract for gravel paving ever awarded by the City was that of February 7, 1921, under which a total of 15.018 miles, averaging 16 feet wide and 8 inches thick, aggregating 143,182.6 square yards, was constructed. The total cost of this work was $175,217.64. The unit cost of this work was $1.258 per square yard, or $1,199.80 per mile. Engineering and supervision costs were 2.75 per cent of the total.

Statement of all Paving added during the Year Ending December 31, 1921 with Grand Total Showing all Pavements in the City.

	Paving Done 1921		Grand Total	
KIND	Miles	Sq. Yds.	Miles	Sq. Yds.
Sheet Asphalt			4.675	98,060.67
Asphaltic Concrete			11.136	248,199.52
Bitulithic	2.434	50,810.29	13.674	263,439.27
Uvalde Rock Asphalt	0.449	13,262.62	6.474	132,210.05
Standard Brick			17.770	348,377.62
Vertical Fibre Brick			3.820	68,593.30
Creosote Wood Block			5.336	114,036.31
Hassam Concrete			.427	8,968.12
Concrete	0.736	3,727.50	1.260	5,569.00
Asphalt Macadam	0.346	6,061.50	.346	6,061.50
Gravel	20.057	196,622.50	153.603	1,709,824.32
Shell	5.559	53,666.30	68.485	778,302.23
Belgian Block			.099	1,768.00
Bois d' Arc Block			.831	8,405.00
Paved Gutter		6,739.55		93,089.52
Houston Electric Co.		4,276.69		219,246.69
Totals	29.581	335,166.95	287.893	4,103,707.12

There was no actual construction of permanent bridges during the year, but surveys, tests and complete plans were made for several contemplated bridges to be constructed out of the $425,000.00 bond issue voted in the latter part of 1920. The bridges on which plans are complete, with estimated costs, are as follows:

Crockett Street Bridge	$150,000.00
*Heights Boulevard Bridge	70,000.00
*Shepherd's Dam Bridge	70,000.00
Beauchamp St. Culvert	4,800.00

*Contracts awarded and bridges under construction.

Bids were received during the year on the Crockett Street Bridge, but as this structure is to provide a separation of grades over the M. K. & T.

railway, and an agreement as to the division of cost between the City and the railroad company not yet having been reached, awarding of contract has been delayed.

A timber bridge 135 feet long, with 20-foot roadway was constructed by City forces, under supervision of the Engineering Department, over a gully on the extension of Reagan street to a connection with Taylor street and the Studewood car line.

Extensive repairs were made during the year to some of the City's concrete bridges which had received no maintenance since their construction several years ago. The most expensive repair was that made on the Taylor street bridge across White Oak Bayou.

Bids were received for the cleaning and painting of McKee street bridge, but were rejected, and the City undertook the work by day labor, installing a motor driven air compressor and sand blast machine for cleaning the metal. This bridge presents the strongest possible argument against deferring maintenance on steel structures under the erroneous idea of economy.

Harbor improvements handled by the Engineering Department have been quite limited, although contracts for considerable construction have been awarded. Construction has started on the enlargement of the North Side cotton wharf shed and railroad tracks which will cost, when completed, approximately $125,000. This extension is substantially of the same character of construction as the present wharf, consisting of creosoted piles, corrugated iron sides and tar and gravel roof.

Contract for the construction of a wharf 500 feet long at the Manchester site has been awarded and work begun. This structure consists of a concrete relieving platform and dock wall on piles cut off at water level and back filled to grade with earth. The estimated cost of this structure, with necessary railroad tracks, is $200,000.

When the wharf is completed, a steel frame shed 180 feet wide by 500 feet long is to be erected under another contract.

Two small buildings, each 16 x 36 feet for use of stevedor laborers as dressing rooms, were constructed, one at Wharf No. 3 and one at the North Side cotton shed, costing for the two $1,033.30.

The cotton shed on Wharf No. 3 was walled in on three sides with corrugated iron by day labor at a cost of $1,681.64.

As the water supply for domestic purposes, as well as for fire protection, at the Turning Basin was dependent on electric power, which was subject to occasional interruption, a deal was made with the City of Magnolia Park for an eight-inch emergency connection 1810 feet long between its system of mains and those of the Harbor Department. The Magnolia Park system, likewise being dependent upon electric power, a 12-inch main 966.5 feet long on Sherman street was constructed connecting the mains of the City of Houston on Sherman and Holly streets to those of Magnolia Park on Sherman street and Bolton street. The water supply at the Turning Basin is now practically infallable. The total cost of these mains, including two 8-inch Compound Empire meters, was $7,099.53.

The two fire pumps at the Turning Basin are still drawing their supply from the Ship Channel, but it is contemplated that they will be put on the fresh water supply during 1922 so as to avoid any possibility of polluting the fresh water mains.

Under date of September 12, 1921, contract was awarded for the construction of two Stokes garbage incinerators of 40 tons daily (24 hours) capacity each. One of these units was added to the present 25-ton unit

at the Willow street plant, and the other was to be added to the present 25-ton plant on St. Clair street. In order, however, to reduce the haul of wastes coming from Houston Heights and First Ward sections, the latter unit was located near the south bank of White Oak Bayou, a short distance east of Taylor street bridge. Both these new units are operating satisfactorily.

The cost of the two installations was $29,262.95, including $1,000, paid for the site for the First Ward plant.

Complete plans were made during the year for the rebuilding and widening of the North Main Street subway under the Southern Pacific yards. The contract for the work was awarded and it is expected the job will be completed before the close of 1922. The cost of this subway is being divided between the Southern Pacific Railway, Houston Electric Company and the City.

For relaying light rail now on the main line of the south belt of the Harbor Belt railway, and to make necessary extensions, the City has secured an allottment of 1500 tons of 80 pound A. R. A. Type B Section rails with necessary joints, bolts and spikes, through the Texas State Highway Department upon a permanent lease basis. Some of this rail has already been used in relaying the Manchester Wharf track from the main line as far as the Houston Mill & Elevator Company's spur. Some of the rail will be used in the construction of the most important tracks to serve the Manchester wharf now under construction.

Three miles of main line on the South Belt from the connection with the I. & G. N. north of Harrisburg to a point half a mile east of Sims Bayou will be relaid at the earliest possible date. New 80 pound rails have been distributed and all other material with the exception of tie plates are on hand.

A 125-ton Fairbanks, Type S-12½-75 railroad track scale, with 50-foot weighing platform has been installed by City forces in the City's yard at the Turning Basin.

Two oil loading tracks were constructed by private parties on a lease from the City at the Turning Basin, for the purpose of shipping by rail, fuel oil brought up the channel by barge.

A franchise has been secured from the City of Harrisburg for the construction of an extension of the Harbor Belt main line on Brazos street to a connection with the G. H. & H. railway, providing a direct connection with that line and the M. K. & T. railway, which the Harbor Belt line does not now enjoy.

Below is a statement of tracks owned or operated by the Harbor Belt Railway:

Location	Total Miles	Main Line	Spurs and Sidings	Private Indus. Tracks	Car Cap.
North Side Turning Basin	2.055	0.485	1.570		148
South Side Turning Basin	6.564	1.494	5.070		450
R. R. Kelly Oil Spurs	0.380			0.380	28
I. & G. N. Joint Track	1.000	1.000			
South Belt	6.185	4.912	1.273		84
Manchester Wharf Spur	0.321		0.321		
Houston Mill & Elevator Co	0.383			0.383	30
Sinclair Refining Company	4.844			0.844	150
Monroe & Hughes Spur	0.099		0.099		8
Crown Oil & Refining Company	1.175			1.175	36
Totals	23.006	7.891	8.333	6.782	934

Construction of storm sewers by the City amounted to 1.543 miles, varying in size from 18 inches to 72 inches in diameter, costing $95,003.36. The largest project was that on Yoakum Boulevard from the intersection of Euclid avenue and Westheimer Road to West Main street. This is the first construction towards the solution of the long troublesome Montrose drainage problem. This line consists of 36-inch, 48-inch and 72-inch plain concrete sewer, and was constructed by City forces at a cost of $57,314.78, which on the basis of the low bid submitted on the work would have cost the City $91,522.68. Other storm water sewers were constructed, principally in connection with permanent street paving, and were mostly in the smaller sizes. In developing Cherryhurst addition, the owner constructed 0.263 mile of 18-inch storm sewers. The total storm sewers in the City now is 59.798 miles, valued at $2,539,954.27.

Due to lack of funds, the City has been unable to meet the demand for sanitary sewers in the many rapidly developing areas and, as a result, private parties have constructed more than three times the mileage put in by the City. Funds are not yet available from the $100,000 bond issue voted for this purpose in 1920, but it is expected that early in 1922 these may be sold, which will enable such much needed improvements to proceed. Sanitary sewers constructed by the City consist of 1.411 mile at a cost of $16,677.61, and by property owners 4.385 miles, valued at $30,833.65. The total mileage of sanitary sewers in the City at the close of the year is 180.225 miles, with a total valuation of $1,869,390.21.

The total of new buildings constructed in the City for 1921 was 2818 buildings, valued at $9,495,719.00, an increase of 1414 buildings, or 109.6 per cent, and $1,665,883.00 in value, or 21.2 per cent. Repairs were made on 4524 buildings at a valuation of $902,576.00, an increase of about 45 per cent over the previous year. The decrease in cost of building materials has evidently stimulated construction and has permitted more than double the number of buildings for but slight increase in money invested. That the housing shortage has not yet been satisfied is indicated by the fact that of the total number of buildings erected 2364, or over 67 per cent, were for residential purposes, representing more than 60 per cent of the total value of new construction.

A comparison of housing costs for the average man over the past twelve year period is shown in the following table, in which is given the number and average cost of one-story frame residences. The 1921 average has dropped from the peak of 1920 and is now midway between the averages of 1918 and 1919:

Year	Number	Valuation
1910	567	$ 751.00
1911	748	770.00
1912	769	730.00
1913	917	778.00
1914	699	873.00
1915	361	897.00
1916	514	976.00
1917	487	810.00
1918	320	1,544.00
1919	742	1,919.00
1920	663	2,284.00
1921	1976	1,839.00

The large business buildings constructed consist of four five-story reinforced concrete warehouses, one six-story reinforced concrete store,

one eight-story reinforced concrete warehouse, and two nine-story structural steel and concrete buildings.

The total operating expense of the Engineering Department for the year was $109,564.48, as against $126,492.55 for the previous year, a decrease of $14,083.38.

Due to 1921 being a rather dry year, sanitary sewer failures were not so extensive as in 1920 and the saving is accounted for primarily in the item of Maintenance and Operation of Sanitary Sewers. This item for 1921 was $26,253.91 under 1920. Increase in salaries, however, have absorbed a considerable portion of the saving in this and a few other items.

Notwithstanding a considerable increase in the salaries paid operators of the sewage pumping and disposal plants, and the conducting of extensive experiments at the sludge dewatering plant, and the additional flow of sewage necessary to handle through these plants, the reduction of electric power rate from one cent per kilowatt hour to approximately 0.56 cent per kilowatt hour, results in a net increase in the operation of these plants of $831.73 over the previous year.

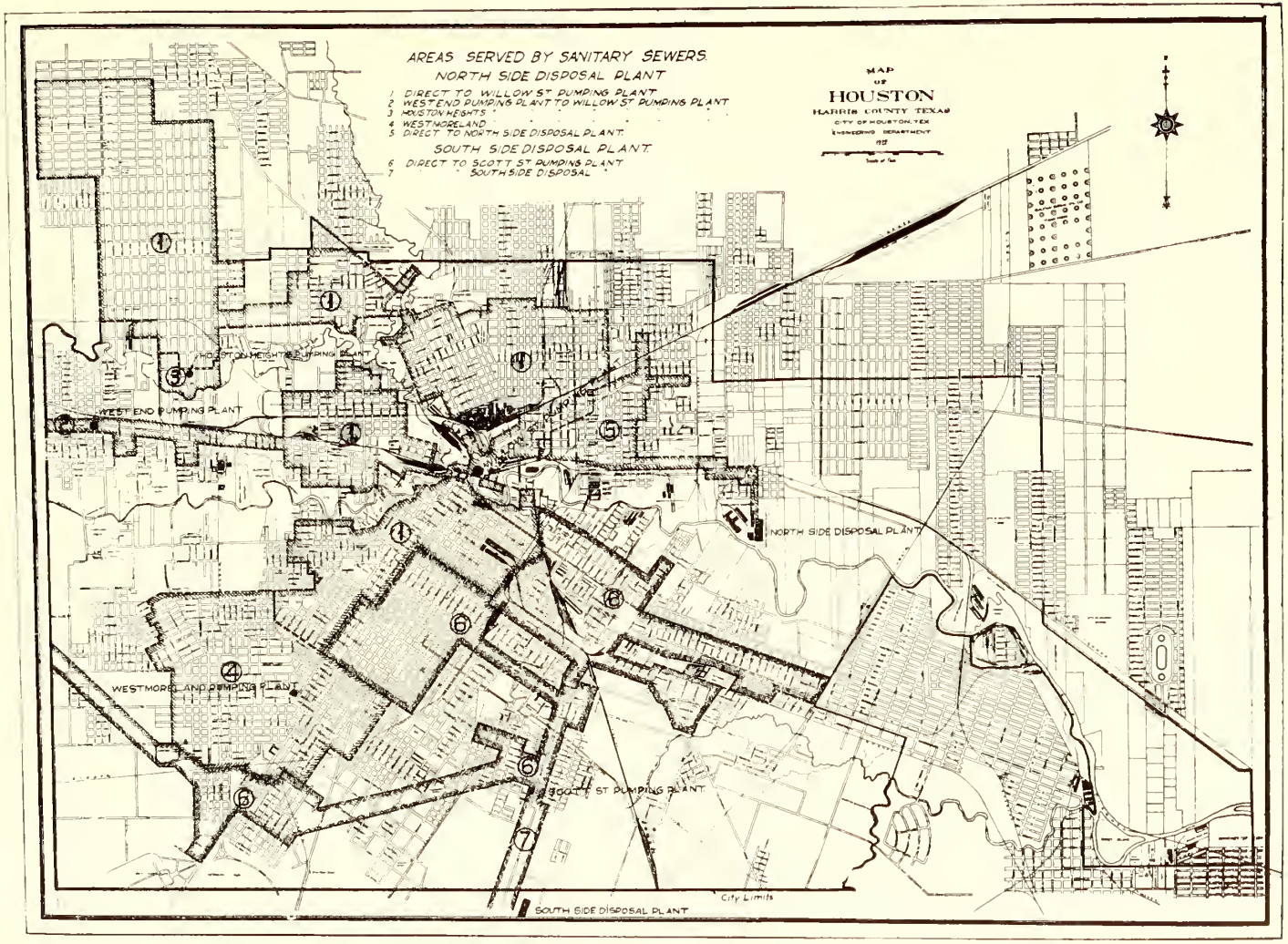
Revenues from surveys, permits, inspections and other fees total $41,621.06, an increase of $13,616.07 over the previous year. Revenues accruing to the sewage pumping and disposal plants are $1,689.95, a decrease of $667.35 under that of last year, due to the sale of large quantities of scrap iron last year.

There is on file in the engineering department a complete report covering the operation of sewage pumping and disposal plants, prepared by the first assistant engineer, who has general supervision over all matters pertaining to design, construction, maintenance and operation of the city's sewer systems.

The report is of unusual interest in that it is the first comprehensive statement of experiments made and operating results obtained since completion of the two sewage treatment plants and the sludge dewatering plants.

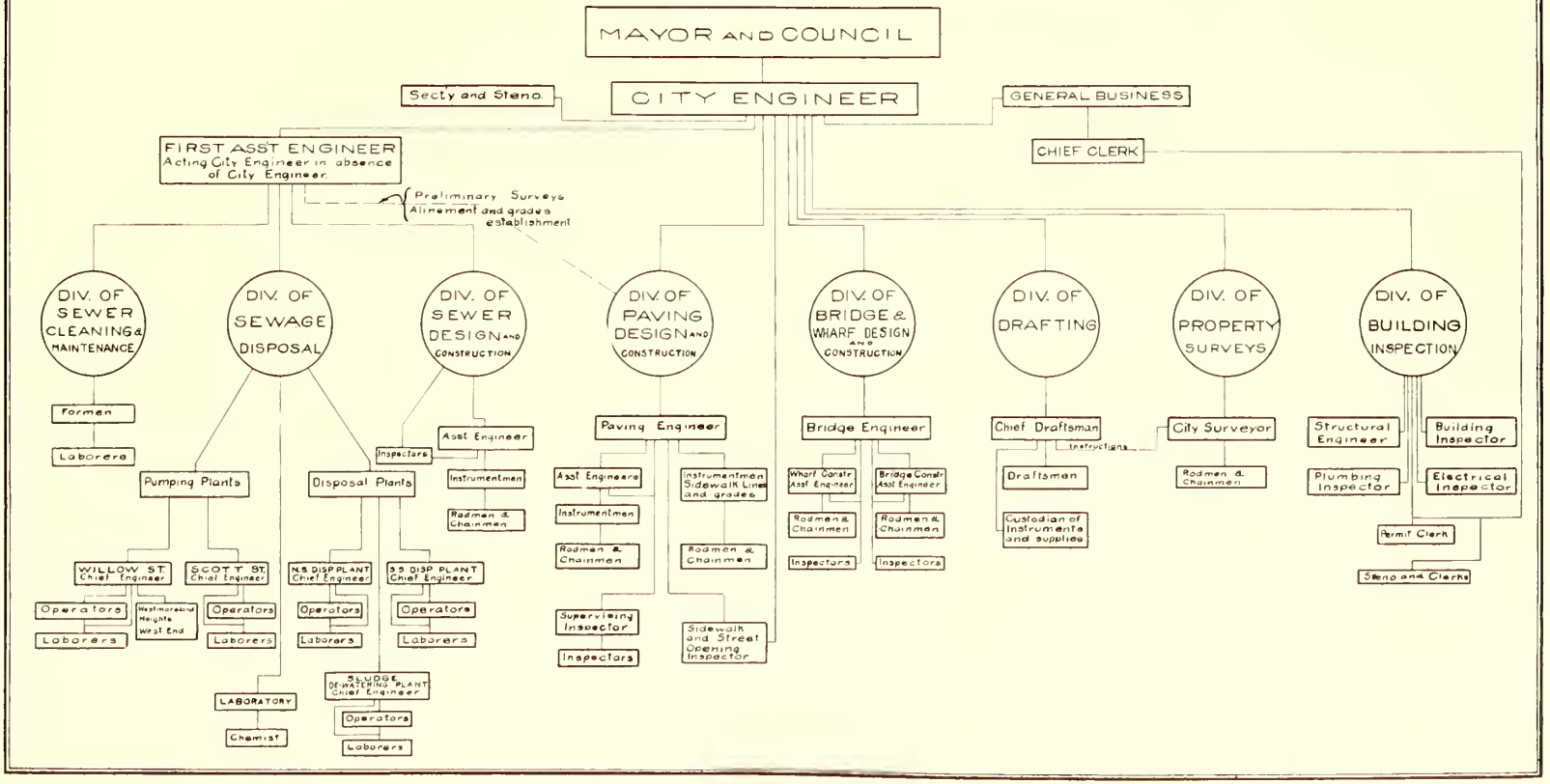
The North Side sewerage treatment plant was the first large scale attempt to operate on the scattered sludge principle and it still remains the largest installation of the kind in the world.

It was about the year 1900 that the first sewers were constructed by the City of Houston to divert the sewage from Buffola Bayou. A pumping plant at the present Willow Street Pumping Station was constructed to lift the sewage and force it to filter beds located about five miles east of the plant.


AREAS SERVED BY SANITARY SEWERS.
NORTH SIDE DISPOSAL PLANT
1 DIRECT TO WILLOW ST PUMPING PLANT
2 WEST END PUMPING PLANT TO WILLOW ST PUMPING PLANT
3 HOUSTON HEIGHTS "
4 WESTMORELAND "
5 DIRECT TO NORTH SIDE DISPOSAL PLANT
SOUTH SIDE DISPOSAL PLANT
6 DIRECT TO SCOTT ST PUMPING PLANT
7 " SOUTH SIDE DISPOSAL "
MAP OF HOUSTON
HARRIS COUNTY TEXAS
CITY OF HOUSTON, TEX.
ENGINEERING DEPARTMENT
1917
HOUSTON HEIGHTS PUMPING PLANT
WEST END PUMPING PLANT
NORTH SIDE DISPOSAL PLANT
WESTMORELAND PUMPING PLANT
SCOTT ST PUMPING PLANT
SOUTH SIDE DISPOSAL PLANT
City Limits

ORGANIZATION CHART.

ENGINEERING DEPARTMENT



Health Department

HOUSTON enjoys the distinction of having the lowest infant mortality rate of any city its size, or smaller, in the United States, the government statistics for 1921 show.

The annual report of the Health Department of Houston for 1921 shows that the City's infant death record is due to three primary causes, good climatic conditions, pure drinking water and wholesome milk. The death rate of Houston in 1921 was 12.8 per thousand, the smallest of any large city in Texas. Houston had in 1921 almost twice as many births as deaths, the birth rate being 21.2 per thousand.

The Health Department of this City engages in all of the different plans of public health service that any modern city maintains. The department aims to keep abreast of the times with all of the modern discoveries and methods used in Sanitary Science and disease prevention.

The Health Department is composed of the following divisions:

Board of Health, Health Officer, General Administration, Division Vital Statistics, Division of Veneral Disease, Hospital and Clinic, City Physicians, Police and Fire Surgeon, Pharmacist, Division of Sanitation, Small Boat Maritime Quarantine and Anti Plague Work, Quarantine Service, Weights and Measures, Garbage Collection and disposal and Scavenger Service, Food Inspection, Division of Laboratories, Rat Extermination and examination, Division of Communicable Disease Quarantine Service, Contagious Disease Hospital, Division of Dairy and Milk Inspection.

Houston has a board of Health consisting of five physicians and one layman. It also has a full time Health Officer who is Secretary of the Health Board. The records of the Statistician of the Health Department are accepted as accurate by the Department of Commerce, Bureau of the Census at Washington, and this commission is on record at the State Capitol at Austin, and also with the Public Health Service. The Health Officer is an Assistant Collaborating Epidemilogist of the United States Public Health Service and is charged with the duty of gathering the statistics of contagious and infestious diseases in this district.

For many years Houston was in the dark area as regards to statistics, but after several months of hard work on the part of the registrar and the Health Office force the statistics were brought up to date, and their method of being compiled accepted by the Federal Bureaus. These records are sent broadcast all over the world.

Early in the Spring of 1921 the Health Department staged a "Clean Up Campaign," co-operating with the State Health Department, during which time several thousand tons of rubbish were removed. Some sixty days later the department co-operated with the newspapers and Civic Clubs in a "Clean Up and Beautifying Campaign," in which prizes were given for the cleanest premises and schools and lectures given on health work and sanitation in general. This was a very successful work.

Houston's Health Department was among the first in the State to enforce the new State Law requiring medical examination of all food handlers.

The card and record system devised by this department being endorsed by the State Health Officer at Austin, Texas.

The Deparment also co-operated with the State Board of Health in the examination of all maternity homes and Children's Boarding homes. The City Health Officer was made chairman of the Board.

The Department maintains an efficient maritime quarantine and fumigation station for small boats at Morgan's Point, at the mouth of Houston's Ship Channel. This quarantine and fumigation of small boats was originated by the Health Officer early in 1920, and was favorably commented on by Health Officers of many of the large cities, and similar quarantines have been adopted by New York and other cities. This method of quarantine proved to be very necessary in several instances when boats from infected ports had gotten past the quarantine at Galveston, but upon the Health Officer of Houston being notified by telegraph, were stopped at Morgan's Point, and the Port of Houston protected from infection.

During July of 1921 the United States Public Health Service under Dr. H. F. White established a rat campaign in which some fifty thousand dollars were expended, and about twenty thousand rats trapped and examined by the Laboratory for Bubonic Plague, with the result that no infected rodents were found. The Health Officer and his force of inspectors cooperated with the United States Public Health Service in this Campaign.

Houston's Health Department was exceptionally active in food and milk inspection during the year. All of the dairies supplying milk to the City being inspected as often as possible, and the milk examined by the City Bacteriologist in the Municipal Laboratory.

Houston in 1919 and 1920 had the lowest infant mortality rate of cities with population ranging from one hundred thousand to two hundred and fifty thousand, and was fourth lowest in the United States, regardless of population.

This excellent showing is due principally to the work done by the Milk Department. The City Laboratory was very active, maintaining a general laboratory examination in all lines, paying particular attention to the City's water supply, which although often examined, was never at any time found to be polluted by sewerage contamination or pathogenic bacteria.

The Scavenger Department keeps in line with general progress of the department and continues to render efficient service, striving at all times to accomplish even greater efficiency.

The Garbage disposal service, under the same jurisdiction as the Scavenger department, shows excellent results. With the installation of two new incinerators of Stokes type of 40-ton capacity each, the city in 1921 was able to dispense with some of its garbage dumps.

The Quarantine service was very active and each case of contagious disease was carefully handled, and carriers of diseases diligently sought for.

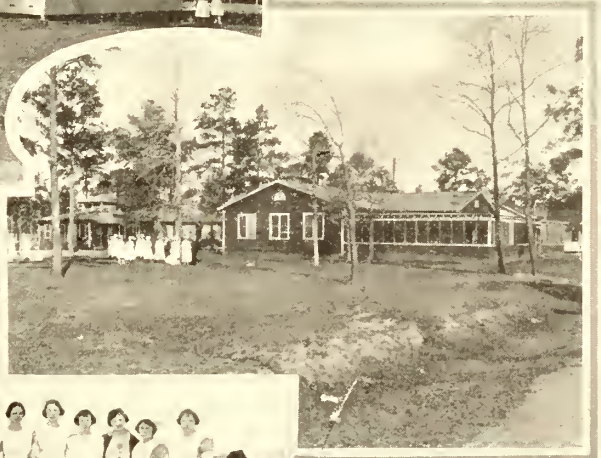
Although the State Department of Health and the United States Public Health Service failed to make appropriations in 1921 for the continuance of the Venereal Disease Clinic at Houston, the City Council appropriated $30,000 to carry on this work in the City, and a great amount of excellent work was done at the Venereal Disease Clinic and at the Venereal Disease Hospital at Camp Logan.

Houston's Municipal Hospital cared for an average of about sixty-five patients per day during 1921, all types of medical and surgical cases being given treatment. At the City Hall Clinic all the indigent poor that applied for medical and surgical service were treated free, and medicines furnished without cost.

The present administration has worked earnestly and untiringly toward establishing a health department that would reflect credit upon the City and the present efficient department is the direct result.

Health Department Activities

Administration building of the city's temporary Municipal Hospital



Mens' Unit of the temporary Municipal Hospital

The resident physician and a part of nursing staff at the city's temporary Hospital

A corner in the Municipal laboratory at City Hall

Scene in one of the wards at the temporary Municipal Hospital

How Tuberculars are handled in Houston

Birdseye view of Houston Tuberculosis Hospital & Grounds comprising 65 Acres at Shepherds Dam

Unit for advanced Tubercular Cases

Main Building of the Tuberculosis Hospital

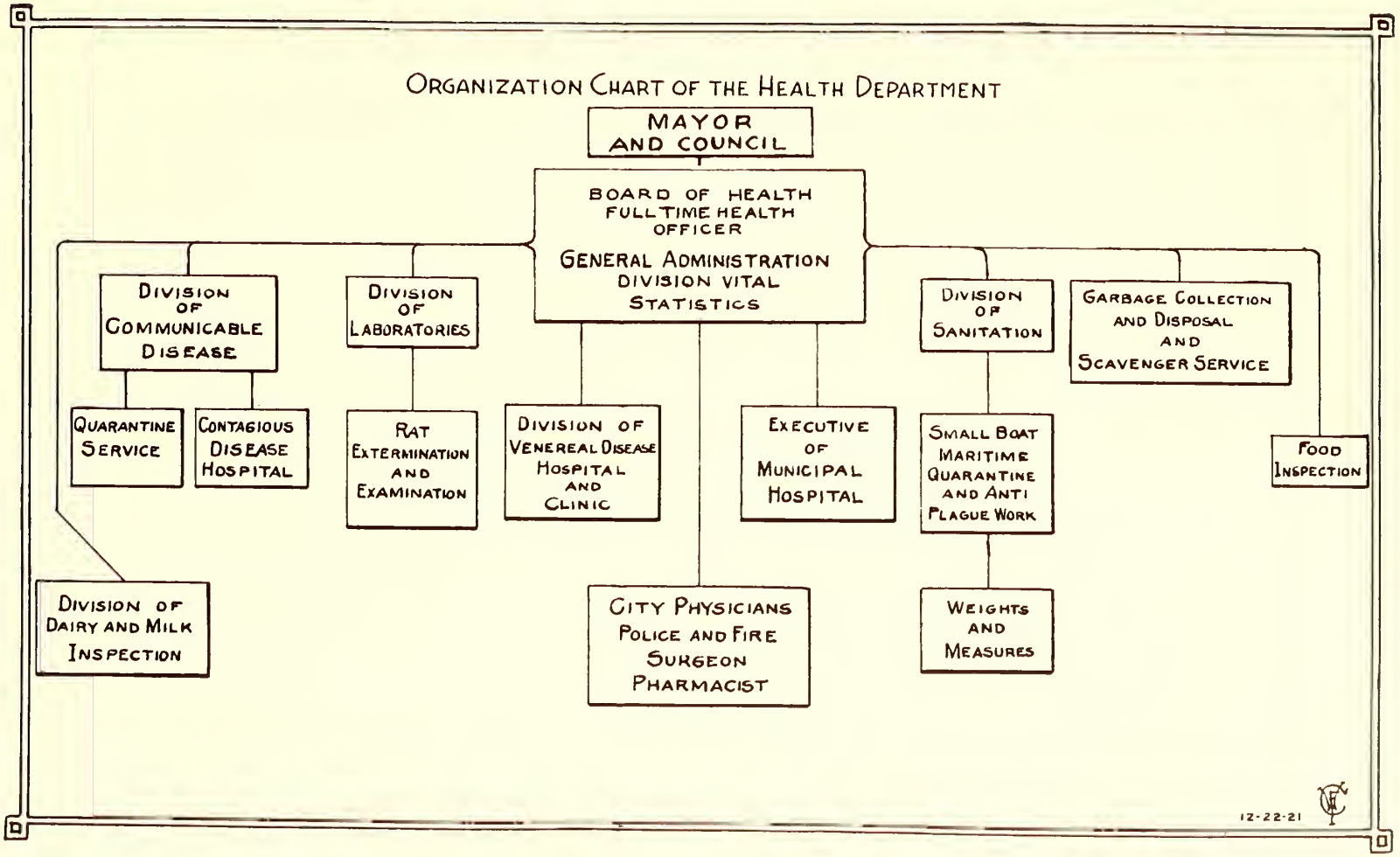
Unit for Negro Tubercular patients

How the City's Garbage is handled

Taylor Street Incinerator which is one of four of this type of Incinerators operated by the City

Willow Street Incinerator

Organization Chart of the Health Department


MAYOR AND COUNCIL
BOARD OF HEALTH
FULL TIME HEALTH OFFICER
GENERAL ADMINISTRATION
DIVISION VITAL STATISTICS
DIVISION OF COMMUNICABLE DISEASE
QUARANTINE SERVICE
CONTAGIOUS DISEASE HOSPITAL
DIVISION OF DAIRY AND MILK INSPECTION
DIVISION OF LABORATORIES
RAT EXTERMINATION AND EXAMINATION
DIVISION OF VENEREAL DISEASE HOSPITAL AND CLINIC
CITY PHYSICIANS POLICE AND FIRE SURGEON PHARMACIST
EXECUTIVE OF MUNICIPAL HOSPITAL
DIVISION OF SANITATION
SMALL BOAT MARITIME QUARANTINE AND ANTI PLAGUE WORK
WEIGHTS AND MEASURES
GARBAGE COLLECTION AND DISPOSAL AND SCAVENGER SERVICE
FOOD INSPECTION
12-22-21

Views of Parks and Greenhouses of Houston

Fountain
Sam Houston Park

Elizabeth Baldwin
Park

Municipal Greenhouses
and Nursery

Tourist Camp
Hermann Park

Heart Lake
Sam Houston Park

Shelter House - Hermann Park. Showing Big Fire Place

Sunken Garden, Main Blvd. and Hermann Park

Shelter House, Woodland Park, Showing Colonnade, and Swimming and Wading Pools

Sam Houston Park Playground

Department of Parks

THE City of Houston owns and maintains 24 parks and park sites, totaling 800.16 acres, and there are, in addition, seven and one half miles of boulevard, cared for by the Department of Parks of the City.

The parks are: Sam Houston Pork, located at the end of Dallas Avenue; Elizabeth Baldwin Park, Elgin, Crawford and Chenevert streets; Woodland Park, Houston Ave.; Settegast Park, Franklin, Congress, Paige and Hermann streets; Eastwood Park, Harrisburg road and Dumble street; Hennessey Park, Maury, Conti, Maffit and Providence streets; Jim Hogg Park, Quitman street and White Oak Bayou; White Oak Park, Houston avenue and White Oak boulevard; Montrose School Park, Conner, Greely, Ross and West Main streets; Cleveland Park, foot of Vida avenue; Brashear Park, Brazos, Dallas and San Felipe streets; Edmundson School Park, Sampson, Holt and Calhoun streets; North Side High School Park, Quitman, Marion and Noble streets; South End High School Park, Holman, San Jacinto and Austin streets; Exposition Grounds, Heiner, Sabine and Buffalo Bayou; Martha Hermann Square, McKinney, Smith, Brazos and Walker streets; Hermann Park, opposite Rice Institute; Bute Park, Travis and Ross streets; Emancipation Park, Tuam, Hutchins, Dowling and Elgin streets; Stude Park, Sawyer and Spring streets; Cleveland Park Extension, Jackson Hill boulevard; Old City Cemetery, first ward, 10th street and H. & T. C. tracks; Capitol Bridge Park site, water works properties; City Greenhouse and Nursery, 2500 block on Washington avenue.

The boulevards are Lovett, Montrose, Yoakum, Audubon, Hyde Park, Houston Heights and Main Street.

Due to a slightly increased appropriation for park improvement, the department was able to give much more satisfactory service in 1921 than during the previous year. Briefly summarized, the appropriation for the year 1921 was $44,470. An additional appropriation of $8,500, was expended in order that work might be given the unemployed of the City.

Among the outstanding improvements made in Hermann Park was the establishment of a tourists' camping site. Of almost equal importance was the removal of overhead wires at the entrances to Sam Houston Park and the installation of Washington type standards. Trees were trimmed on many streets so as to allow unhampered movement of street sweepers. Two hundred new standard park benches were purchased and distributed among the parks. Sixty-two new type concrete, upright wood slat benches were constructed at the greenhouse during the year and have been placed.

It is probable that there has never been a season in the history of the Park Department when band concerts were so favorably received as during 1921. The attendance at some of these concerts was as high as 10,000 persons. The construction of the new Miller Memorial, for which plans have been made, will provide a place especially suited for band concerts.

During the employment of special workers to relieve unemployment in the city, a good deal of ground was cleared, stumps were grubbed out,

and roadways and ground surfaces were graded and reshaped. A large amount of work was done on the lagoon in the central vista. The ground surfaces around this lagoon have been regarded to comply with the Kessler plan.

All timber, including the stumps, has been cleared from the central part of the Athletic Oval, so that this area is in condition to be graded for use as ball grounds, polo grounds and football grounds. That part of the park adjoining Bray's Bayou has been cleared of all underbrush, dead grass and other material and will make an ideal place for family picnics during the summer. Walks of gravel have been completed from Main boulevard to the street car line. The picinic places and camp fire sites in Hermann park have been patronized more than ever.

The establishment of the Automobile Camp in Hermann Park is the result of cooperation between the South Texas Motor League and the City officials. It is located on a tract of ground particularly adapted to the use for which it is designed. The arrangement of the site was designed by the park superintendent, laid out by the engineering department and constructed by the park department, with the assistance of the Street and Bridge, Electrical and other departments. Accommodations are arranged for 150 cars and the present facilities can be increased to accommodate 400 cars.

All tourists must register upon arrival at the grounds, Registration cards are furnished, one part being retained as a record and the other part given to the tourist showing his location and giving on the back of the card, the rules, which are few in number. Water and wood are furnished free. The camp grounds are open day and night. Trash cans and receptacles for garbage are furnished and all sanitary laws must be complied with.

Tourists are allowed to stay fifteen days free. After that time a charge of fifty cents a day is made up to thirty days and after thirty days a charge of $1 a day is made. No person working in the city is allowed to stay in the camp.

In Sam Houston Park, the light system has been entirely reconstructed. All overhead wires near the front entrances have been removed and the underground system installed. Fourteen Washington Type Standards were used to replace the arc lamps. All other arc lamps were changed by the installation of fourteen 250 K. W. series lamps. All lamps now burn all night.

In the City Green house and Nursery new benches of concrete were constructed during the year to replace old wooden benches and 4,330 flower pots were purchased. One new concrete propagating frame, 6 feet by 25 feet, was constructed.

In November an appropriation of $2,400 was set aside out of the park bond fund for the construction of curbs and gutters around Martha Hermann Square and the park engineer has been instructed to see that this work is completed at once.

A new tennis court with permanent back stops was built in Woodland Park in time for use during the tennis season.

A large baseball back stop of 2-inch pipe, set in concrete and wire netting was constructed at South End Junior High School and pipe goal posts set in concrete were installed for the football team. Thirty live oak

trees, eight Italian cypress trees, and many shrubs were planted on this property.

The following improvements are under way or contemplated in the parks:

Trees on sidewalks to be trimmed throughout the City and certain streets to be given uniform planting plans. A quantity of plants will be used in Hermann Park and other parks during the present season. The planting and floral displays in Sam Houston Park, Franklin Bridge and the Sunken Garden will be carried forward.

It is the intention of the department to lay out three new ball grounds in the Athletic Oval of Hermann Park and have them in first class condition for the coming season. A number of requests have been made for bridle paths through Hermann Park and the Houston Cavalry Club has asked that polo grounds be laid out. This service could be rendered at small cost and in the opinion of the superintendent the paths and polo grounds should be provided.

The War Mothers have requested that the park department set aside one road in Herman Park on which the War Mothers would plant 200 live oak trees as a memorial to the men from Harris county who lost their lives in the world war. Each tree is to be provided with a concrete marker containing a bronze tablet showing the hero's name. The probable location is the Dixie Avenue connection and the road will be known as Dixie Memorial Drive.

The Park Department has furnished 42,172 plants, shrubs and trees, estimated at a value of $4,708.99, to the parks of the City during 1921. During the same year 3,122 plants, shrubs and trees, were furnished to the schools. Other departments of the City received 4,909 plants, shrubs and trees.

The unusual improvement in Houston's parks under the present administration is quite noticeable, and park development continues to progress from day to day, while the plans of the administration for a great park system of vast extent and grandeur are quickly materializing and will soon be a reality.

Recreation Department Activities

Girls of South End Junior High School, in the "Coming of Spring" at the Third Annual Municipal Play Festival

An after school Play Period at one of the City Schools

On the base ball diamond at Hermann Park

In the Pool at Woodland Park

Recreation and Community Service Department

THE Department of Recreation and Community was created by City Ordinance January 24, 1921. The varied activities of this department embrace a large scope and promote a wholesome influence over the entire community. Among the many outstanding features of the work of this organization are the following:

Recognition of the children's right—their right to a place that is theirs, to sunshine, fresh air, and properly directed exercise.

Clean, wholesome sports for young people fostering "play ideals" and building efficient citizens.

Encouragement to citizens to get together in their own communities to work for the common good.

Play spaces that make the City safe for the children, preventing accidents, illness and juvenile delinquency.

Among the things accomplished by this department in 1921 were:

Held 4,200 physical educational periods for boys and girls of the High Schools, with an enrollment of 2,957 and a total attendance of 36,595.

Held 496 after-school play periods for children of the grammar and high schools, with an attendance of 79,190.

Conducted 9 summer playgrounds on park and school grounds, two of these being for colored children, with a daily average attendance of 3,628.

Conducted 136 free swimming periods for boys and girls, with an attendance of 8,769.

Prepared volunteers to assist with the play activities of the children through play leaders' classes, thirty such classes being held with an enrollment of 124.

Conducted the Third Annual Municipal Play Festival and Athletic Meet at the Rice Institute Athletic Field with an audience of 3,000 and 2,000 participants. This meet admitted boys of grammar and High schools, Public, Private and Parochial. The City of Houston seal medals in bronze and silver were awarded to the successful contestants, and a loving cup to the school making the best record.

The Third Annual Kite Tournament was held by this department with 118 contesting for the City of Houston seal medals which were given as awards. Entries were accepted from all schools with the Manual Training Department and Houston Public Schools co-operating. This tournament was viewed by an audience of 3,000.

A central committee for Houston girl scouts was organized to encourage and assist all troops organized and all others desiring organization.

This work was started the first of November at the request of the three troops then in existence, and by the close of the year the number of troops had increased to nine.

Conducted "Fun Nights" or community get-togethers, when whole families together played the old games, sang the old songs and repeated the old dances. There were 117 of these evenings held in 15 different centers with an attendance of 13,183.

There were 67 community dances for young people (both native born and Mexican groups) with an attendance of 7,671 held in the neighborhood school houses, chaperoned by their own parents and adult members of the community with a trained director.

There were 24 good motion picture entertainments held for the family group, featuring the best pictures within the financial reach of each community, with an attendance of 11,510.

A joint community party was held at the end of the year, which brought together representatives from ten community organizations in an impromptu pageant and informal get-together. So enthusiastic were the participants that it was decided then and there to hold such rallies every little while, meeting in the various communities.

There were 170 permits issued for baseball games on City diamonds. Many of these permits covered eight practice games each, or a season's game for a League. This branch of the service is in its infancy, but is being handled by an able committee. They contributed much towards the success this year of the biggest amateur baseball season Houston has ever known. Six Senior Leagues participated, not to mention Junior Leagues and independent teams. The committee proposes in the future to give the same impetus to all seasonable sports, including in its scope basketball, football, track, swimming, tennis, boxing, wrestling, municipal golf course and a city-wide Athletic Association.

Choral classes were conducted for boys and 2,000 received musical training and were prepared to participate in community gatherings in the 15 school houses, where the chorus was conducted, as well as in many city-wide affairs.

There were held 42 programs of band and symphony concerts and organ recitals, with an attendance of 79,246.

Community "sing-songs" and musical programs were held in school houses, on playgrounds, in churches, industrial plants, City Auditorium, etc., on such occasions as the Third Annual Municipal Play Festival; the Houston Fair and Exposition Pageant; the banquet for Marshal Foch; the National Credit Men's Convention; Federation of Women's Clubs Meeting; Art League Anniversary; Texas Conference of Social Welfare; Peace Meeting and Opening Night of Music Week. There were 154 of these events conducted with a total attendance of 49,645.

The "Tree of Light" at the flagpole on Main Street, which flashed out its message of "Peace and Good Will" to every wayfarer on the City's streets from Christmas eve until the New Year, and from which carolers went out to sing to the "shut-ins" of all the institutions in and about the City, was under the supervision of the Recreation and Community Service Department.

The Houston Foundation

THE HOUSTON FOUNDATION posseses features that distinguish it from the Welfare Departments of other American cities. It came into existence by ordinance in 1915 in response to a wide-spread feeling that there should be an official body made competent by law to receive and administer bequests made to the City of Houston. Examples were numerous, and sometimes striking, of funds left for public purposes being squandered or applied without consideration of their best uses. There is little or no control over private trustees and nothing to insure that their use for funds will really advance the public welfare. The Houston Foundation was therefore created to meet this need.

It consists of a board appointed in a manner to give continuity through changes of administration and yet to remain responsible to the citizens and government of Houston. The board is, therefore, first of all a public trustee-ship, possessed of expert knowledge of the city's needs in the welfare field, ready to advise anyone contemplating a bequest for public purposes, and able to give assurance that such bequests would be administered for the public benefit according to the desires of the donor. With the settlement of the estate of the late Judge E. P. Hill, the board will operate in its function of a public trust.

Secondly the Foundation constitutes the City's department of social welfare, carrying on the activities usual to such departments. It has charge of the administration of the Municipal Hospital and the Tuberculosis Hospital. In addition, it maintains a free employment service.

The third function of the Foundation is to provide connection between the municipal government and private welfare agencies. One group receives considerable aid from the public treasury, such as agencies for relief, nursing, and care of children. The Foundation board has with these a relationship of general supervision. It inspects their accounts and requires that standards of economy and efficiency be maintained. With the group that does not receive financial aid from the City, the Foundation serves as an agency of endorsement. It protects the public from fraudulent solicitation and give assurance that a meritorius agency deserves support after examination of its accounts and methods.

Because so many lines of activity unite in the work of the Foundation, social welfare activities in Houston operate without duplication of effort and with a minimum of friction. There is probably no other city in the United States that presents so close a co-operation between public and private agencies, or does so much with its welfare resources as Houston.

In its function as a public trustee-ship, the Foundation Board has endeavored to forward the settlement of the will of the late Judge E. P. Hill, in which the Foundation was made a legatee. The executors are co-operating to this end, and there is reason to hope that the welfare work of Houston will soon be aided by the bequest of this generous benefactor.

The Board has kept close watch over the agencies that receive appropriations from the city treasury. It can testify to a high degree of effic-

iency in all of them, and notably in the Social Service Bureau and Faith Home. In spite of the difficulties encountered, as with all other agencies, in securing adequate public support, the Faith Home has carried out important repairs and extension of equipment. During the latter part of 1921, the Social Service Bureau found itself unable to raise the funds necessary for its work, and the City Council came to its aid with a supplementary appropriation of $8,500.00. At the same time, a general cut was made in the salaries of the workers, amounting to ten per cent. The foundation Board believes that this is the wrong method of making economies, and recommends that the Board of Directors find some other method of meeting its deficits.

The Municipal Hospital has operated through the year within its budget allowance, except for necessary repairs to buildings. The Board desires to call attention to the urgent need of an adequate plant to accommodate the city's hospital. The organization and equipment are of the best, and with the help of Houston's best medical men, generously contributed, much has been done to meet the problem of the City's indigent sick. But the present temporary buildings have reached the end of their usefulness and heavy bills for repairs will have to be met if they are to be occupied much longer. In view of the rapid growth of population there can be no thought that the new Hermann Hospital, even if operated on a charity basis, can supply the need of beds. During the past year the facilities of the Municipal Hospital have been taxed far beyond anything that was anticipated and for which provision was made. There is great need, therefore, for the construction of a hospital building to accommodate two hundred or more patients.

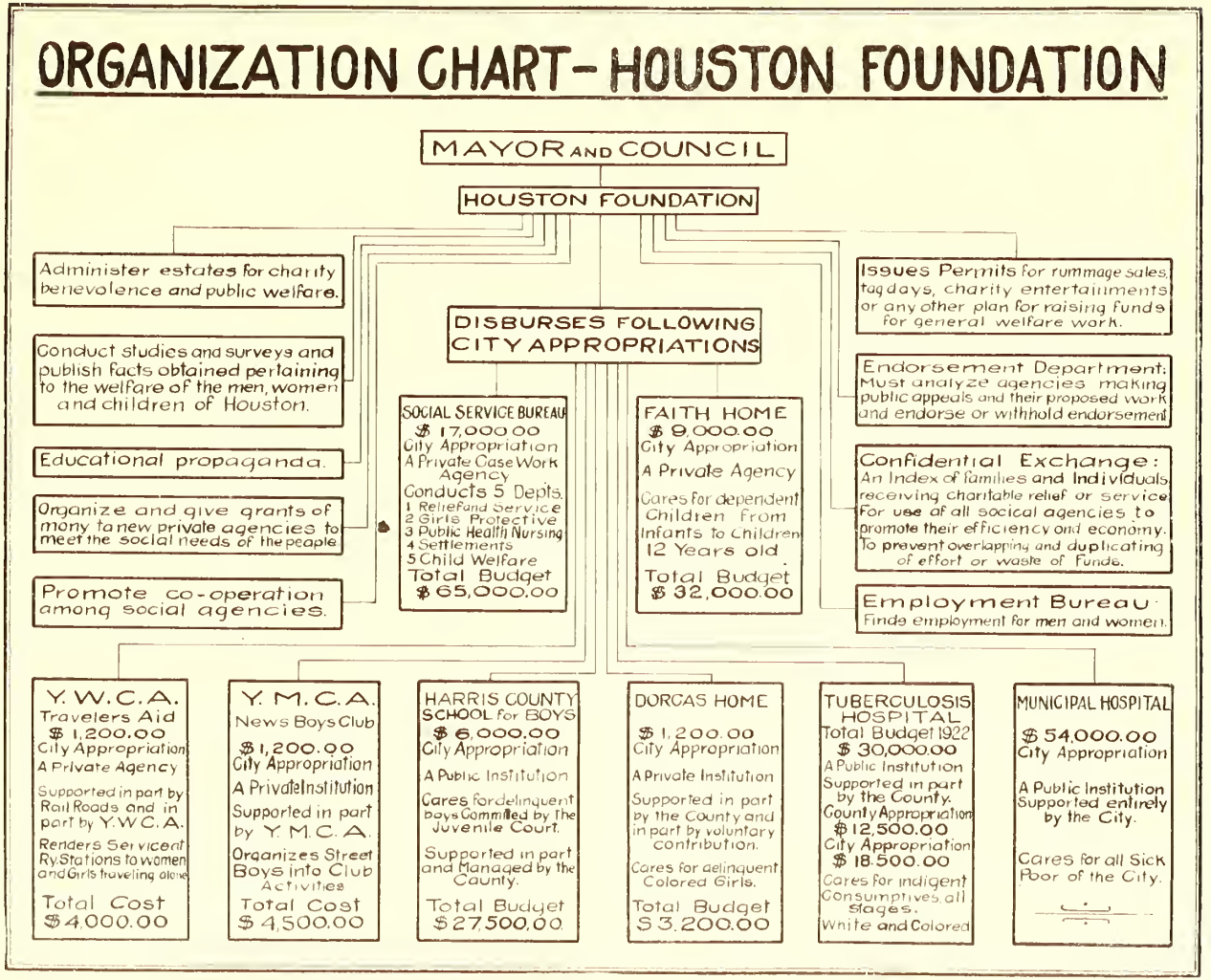
During the year a new unit for colored patients was added to the Tuberculosis Hospital, and put in operation before the close of the year. This is notable as the first provision for negro tuberculars in the State.

On account of the fact that this hospital provides care for other than indigent patients, the Board has decided to put a pay schedule into operation, under which a third of the beds will be kept free, and patients admitted to others either for full or for half the cost estimated on the average hospital day. Full cost during the coming year will amount to $12.00, and half cost to $6.00 a week. The clinic of the Anti-Tuberculosis League, through which admission is made to the hospital, has been asked to make the necessary investigation as to the ability to pay, and to provide this information when certifying for admission.

The Board continues, as in past years, its work of examining the status and work of institutions, agencies, and individuals who appeal to the public for support. Much more could be done in the way of preventing imposture if contributors would insist upon the endorsement of the Foundation Board before giving ear to any appeal.

During the year the activities of the free employment service have been extended to include the placement of men as well as women. With the on-coming of winter, the unemployment situation became serious and the city administration decided to initiate public work in the parks for unemployed men, at half the standard rate of pay. These workers were considered a labor reserve, and were given opportunity to pass into regular employment at standard wages. In this way the employment service has contributed notably to the prevention of an acute situation, and at the same time has enabled hundreds of families to avoid distress by their own efforts.

ORGANIZATION CHART - HOUSTON FOUNDATION


MAYOR AND COUNCIL
HOUSTON FOUNDATION
Administer estates for charity benevolence and public welfare.
Conduct studies and surveys and publish facts obtained pertaining to the welfare of the men, women and children of Houston.
Educational propaganda.
Organize and give grants of money to new private agencies to meet the social needs of the people
Promote co-operation among social agencies.
DISBURSES FOLLOWING CITY APPROPRIATIONS
SOCIAL SERVICE BUREAU
$ 17,000.00
City Appropriation
A Private Case Work Agency
Conducts 5 Depts.
1 Relief and Service
2 Girls Protective
3 Public Health Nursing
4 Settlements
5 Child Welfare
Total Budget
$ 65,000.00
FAITH HOME
$ 9,000.00
City Appropriation
A Private Agency
Cares for dependent Children from Infants to Children 12 Years old
Total Budget
$ 32,000.00
Issues Permits for rummage sales, tag days, charity entertainments or any other plan for raising funds for general welfare work.
Endorsement Department: Must analyze agencies making public appeals and their proposed work and endorse or withhold endorsement
Confidential Exchange: An Index of families and individuals receiving charitable relief or service For use of all social agencies to promote their efficiency and economy. To prevent overlapping and duplicating of effort or waste of Funds.
Employment Bureau
Finds employment for men and women.
Y. W. C. A.
Travelers Aid
$ 1,200.00
City Appropriation
A Private Agency
Supported in part by Rail Roads and in part by Y. W. C. A.
Renders Service at Ry. Stations to women and Girls traveling alone
Total Cost
$ 4,000.00
Y. M. C. A.
News Boys Club
$ 1,200.00
City Appropriation
A Private Institution
Supported in part by Y. M. C. A.
Organizes Street Boys into Club Activities
Total Cost
$ 4,500.00
HARRIS COUNTY SCHOOL for BOYS
$ 6,000.00
City Appropriation
A Public Institution
Cares for delinquent boys Commited by the Juvenile Court.
Supported in part and Managed by the County.
Total Budget
$ 27,500.00
DORCAS HOME
$ 1,200.00
City Appropriation
A Private Institution
Supported in part by the County and in part by voluntary contribution.
Cares for delinquent Colored Girls.
Total Budget
$ 3,200.00
TUBERCULOSIS HOSPITAL
Total Budget 1922
$ 30,000.00
A Public Institution
Supported in part by the County.
County Appropriation
$ 12,500.00
City Appropriation
$ 18,500.00
Cares for indigent Consumptives all stages.
White and Colored
MUNICIPAL HOSPITAL
$ 54,000.00
City Appropriation
A Public Institution Supported entirely by the City.
Cares for all Sick Poor of the City.

Boys Training School at South Houston

The De Pelchin Faith Home

The City of Houston appropriates large sums of money every year toward the maintenance of nearly a score of charitable institutions, and among them are included the South Houston Training School for boys and the De Pelchin Faith Home.

Social Service Bureau

THE SOCIAL SERVICE BUREAU is an important public welfare institution and renders a valuable service to the citizens of Houston. The ramifications of its work are very extensive and its operations cover five separate lines of activity under centralized direction as follows:

I. RELIEF AND SERVICE DEPARTMENT

1. Family planning and rehabilitation.
2. Assistance to needy families.
3. Special diet for sick and tubercular patients.
4. Training of students.

II. PUBLIC HEALTH NURSING DEPARTMENT

1. Bedside nursing.
2. School examinations and follow-up work.
3. Health work in institutions.

III. CHILD WELFARE DEPARTMENT

1. Supervision of neglected children.
2. Investigation and court work in cases of cruelty to children.
3. Investigations for admissions to Faith Home.

IV. WOMEN'S AND GIRL'S PROTECTIVE DEPARTMENT

1. Care of friendless girls.
2. Follow-up and rehabilitation work among patients of the Detention Ward.
3. Maintenance of the Lodge for the temporary care of women and children.

V. SETTLEMENT

1. Educational and recreational work among Mexicans.
2. Rusk Day Nursery for white children.
3. Colored settlement, with recreational clubs, day nursery, kindergarten and playground attached.

The work of each of these departments is city-wide, non-sectarian, without discrimination as to race, color or creed. When special agencies volunteer to care for any certain class or cases, the Social Service Bureau's part is simply that of co-operation, of connecting the client with the proper agency. Through one or another of its departments, every class of persons in need is handled.

During the year 1921, 12,648 families and individuals were given personal attention by the Bureau. In addition to this 22,358 children were examined in the schools and a number reaching into the hundreds were

reached by the clubs and entertainments at the settlements. In all about 35,004 persons were given service.

The Bureau is a private organization supported in part by public funds. It is governed by a private board of directors, and each department has its departmental committee. The chairmen of these committees together with the officers of the board, form the executive committee. Recommendations on matters of policy, co-operation and finance are reported to the board by these Committees for approval and action, so that while the identity of the different departments is maintained, a very complete co-ordination is made possible.

The fact that the city funds for welfare purposes are expended jointly with the fund raised by voluntary contributions, prevents the very common conflict between public and private agencies. The voluntary fund allows a degree of elasticity which could not otherwise exist. A new piece of work in any one of the departments, an enlargement of functions to meet a new condition or opportunity, can be undertaken with a readiness impossible in a public organization.

In so far as its funds from the City, the Bureau is subject to the supervision of the Houston Foundation, reports on work and expenditures being submitted from time to time. The Foundation has rendered valuable service in the way of advice and of interpretation of the work of the Bureau to the public.

The Bureau was organized about five years ago, by the combination of five organizations who were doing, independently, work similar to that now done by the Bureau. The combination promotes economy in administration. It also promotes a degree of co-ordination between the different lines of work which would otherwise be impossible. As changes have occurred from time to time, the effort has been to keep within the Bureau, particularly the case work functions, dropping, as circumstances allowed, the educational and group activities. No family can be divided into independent units, and as the needs arise among the different members, whether problems of health or relief or child welfare, they can be dealt with as a whole. The Bureau's very close working relations with the City Health Department, Faith Home and the Texas Children's Home and Aid Society are material factors in making its work effective. Other agencies continue to co-operate and the organization operates with utmost harmony.

The extensive activities of the Bureau are handled by a personnel of twenty-eight, including the Superintendent.

Legal Department

HOUSTON'S LEGAL DEPARTMENT, with its many responsibilities, is a branch of the City Government of great importance, and faithfully performs its functions in a most creditable manner. The present administration has completely re-organized and perfected this department and the legal organization now consists of the City Attorney, who is also the Public Service Commissioner, one Assistant City Attorney, serving also in duel capacity with duties as Assistant Public Service Commissioner; One Assistant City Attorney, who renders service as prosecutor in the Corporation Court; one legal stenographer and two public service inspectors.

The entire cost of the City's legal department to the tax payers is $14,000 per year. This amount is several thousand dollars a year less than the cost of this department during former administrations, and the City no longer employs special counsel to handle cases of particular importance, the entire work now being performed by the present legal staff.

During 1921 the work of this department has been varied and extensive. The department has written scores of public improvement contracts, each of which necessitated the preparation of several bonds; has prepared a large number of general contracts, many deeds, leases, releases, and, in short has prepared all legal documents and papers pertaining to the City.

Some of the other duties of the department are the examination of abstracts, the preparation of all the ordinances, resolutions, motions, and reports. The members of the legal department also act as legal advisors to all the city officials in their official capacity and no inconsiderable amount of time is consumed in preparing opinions for the various city departments extending legal advice on all branches of the law.

The City Council refers all claims asserted against the city to the legal department for an opinion and report, and also refers all matters in which any question of a legal nature is in anywise involved. This department conducts the paving hearings before the City Council, prepares all the franchises granted by the city to public service corporations, railways, corporations and individuals, approves all bonds of any nature executed to the city, and handles all litigation in which the city is a party, plaintiff or defendant.

The court work involves the preparation and trial of cases in the United States Courts, State District Courts, County Courts and Justice Courts and in all the appellate courts. The litigation of late has been heavy and has involved a number of important cases. Nevertheless this department has been uniformly successful in winning every case for the city, both in the trial and appellate courts.

One of the most important legal matters to arise during 1921 was the rate case against the Houston Gas and Fuel Company, in which an attempt was being made by that company to secure an increase in rates.

In this instance Houston's legal department made a valiant fight and won, and the ultimate result resolved itself into the continuing of the former rates. In addition the Gas Company was required to install a modern blower system at an approximate cost of $180,000, which would insure an equalized pressure at all times. The company was also required to commence a series of much needed extension of mains, and with this accomplished many citizens are now being furnished gas, when previously they were unable to obtain it.

Preparation is now being made by this department to institute proceedings in the United States Court against the Southwestern Bell Telephone Company with a view of securing a reduction in telephone rates.

The work of the prosecutor in the Corporation Court has been very successful both in the matter of convictions and collection of fines.

This department has done a great deal of work in connection with the various bond issues, and in fact has prepared all the papers and documents incidennt thereto, including the preparation of the "bond records" which are submitted to the Attorney General for approval. When the bond record is prepared, one of the attorneys of the legal department takes it to Austin and confers with the Attorney General upon the legality of the issue. So far success has been met with in every case, and every bond issue of the present administration has been approved by the Attorney General.

The Legal Department, in addition to the exhaustive legal duties, has the public service work. The public service work includes the supervision of all public utilities, including the Street Railway, Telephone, Light and Power Companies, the Railways, all jitneys and transfer operators.

The duties of the Legal Department in this connection involve a vast and comprehensive amount of individual and co-ordinated effort.

Department of Architecture

THE DEPARTMENT OF ARCHITECTURE since its organization in 1912 has prepared plans and specifications for and supervised the construction, either independently or in conjunction with other architects, of every public building erected by the City of Houston.

Its aim and purpose, co-ordinating with all other departments and civic bodies, is to disseminate useful information relative to, and to offer assistance and advice to, these agents of the City Government in connection with the construction of its buildings. During the ten years of its existence, this department supervised the erection of many modern and substantial buildings, and according to past yearly reports has saved the City a substantial sum in the performance of its duties.

While a wide range of work is handled, such as the construction of hospitals, libraries, and warehouses of different kinds, the chief duties of the City architect consists of the planning and supervision of school buildings, several large school bond issues having necessitated the construction of many modern buildings. Plans for these buildings were either prepared wholly, or in conjunction with outside architects, by the City architect, in either event the work being supervised by the City Architect.

The work of the department for 1921 consisted principally of the construction of additional school buildings. In the planning of these buildings the city architect endeavored, wherever possible, to develop the unit type building, which has been found by past experience to be peculiarly well adapted to this climate, as it permits ideal ventilation. This type of construction also facilitates the work of making future additions, and enables the architect to produce a more artistic design.

Two modern and beautiful fire-proof buildings of the unit type were erected in 1921. One was the Southmore school, a nine room reinforced concrete, brick and stone structure costing $70,000, and the Bowie School, of similar construction, costing $45,000, was the other one.

Approximately $23,000 was expended in the construction of eighteen two-room frame temporary school buildings to relieve the congested condition existing at several of the grade schools at the beginning of the school term in 1921. It is planned to replace these temporary buildings with permanent structures as soon as the school finances will permit. The lowest bid received for these temporary school buildings was for approximately $8,000, more than it cost the City to erect them by day labor under the supervisiion of the City architect. Several other small buildings have been erected in a similar manner at a corresponding saving.

Plans and specifications have been prepared by an associate architect, working in conjunction with this office, and are at present before the

Council for approval, for the erection of an open air theatre in Hermann Park at a cost of approximately $50,000. It is the desire of the Park Board to have this memorial completed early in 1922. The erection of this memorial marks another step towards the realization of the original conception of this park as outlined by landscape architect Kessler of St. Louis.

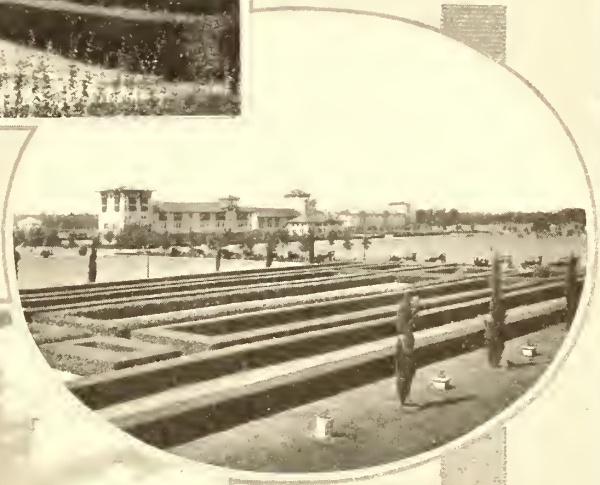
Plans and specifications have been prepared by the City Architect for a modern building for Fire and Police Headquarters to replace the existing antiquated buildings now being used for this purpose.

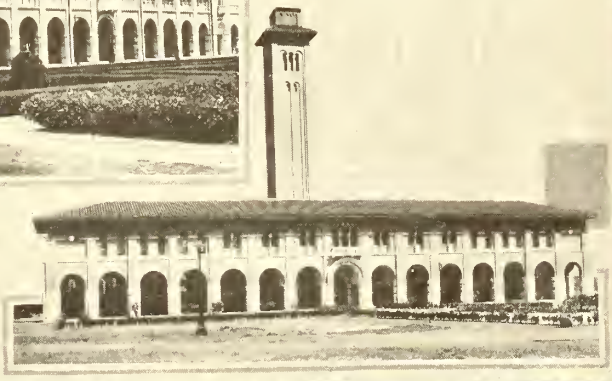
This building is to be a five-story fire-proof structure of reinforced concrete, brick and stone, and will contain all police and fire departmental offices and equipment. Its cost will be around $200,000, and it will be ready for occupancy before 1923.

In anticipation of the passage of the $1,000,000 bond issue for the construction of more school buildings, preliminary sketches are being prepared for a number of buildings, in line with the School Board's requirements.

In the pursuance of his duties, the City Architect has served practically every Municipal Board in the City and has enjoyed their complete cooperation at all times.

A Few Views of Rice Institute





The School System

HOUSTON at the beginning of 1922 had a daily school attendance of 30,531, and to teach this vast number of pupils 850 teachers were employed.

Keeping pace with the school growth of Houston has been one of the big problems of the School Board. So fast has the attendance increased that it became necessary in 1921 for the city to provide a number of temporary school buildings for use until permanent structures can be erected. When school opened in September 1921 for the '21-'22 session nineteen temporary schools were added to the housing facilities of the school system and twenty-eight teachers were added to the teaching staff to take care of an increase of nearly 3,000 children.

Some idea of how the school attendance in Houston has multiplied in the last thirty years may be gained from the early reports available of the Houston schools. In 1893, 4050 children were attending the public schools. The City in that year had seven white schools and seven negro schools, valued at $172,735. Forty-seven white teachers and twenty-seven negro teachers were employed and five of the white teachers were assigned to the high school.

Today the school properties of Houston are valued at $4,000,000 and it requires something like $1,250,000 to conduct the schools for a term of nine months. The present system includes two senior high schools, four junior high schools, and one high school for colored children. In these high schools are offered to students the standard courses leading to college and out into commercial or industrial life. There are eleven kindergartens and two schools for sub-normal children. The schools co-operate with the City Health Department in looking after the public health, especially the health of school children.

The public schools of Houston work with the Recreation Department in furnishing wholesome recreation for the children and their parents and older brothers and sisters. They work with every civic and patriotic organization in Americanizing foreigners. The City schools and public libraries work in perfect harmony in furnishing reading matter where a library can be maintained. They co-operate with the federal government through the Smith-Hughes law in maintaining extension and part-time classes in printing, retail selling, electrical welding, sheet metal working, machine shop work, auto mechanics, cooking, millinery and dress making.

To be eligible to positions the teachers in the grades below the high school in Houston must have had high school training and two years of normal school or college work in advance of this. To be eligible to positions in high schools, college graduation and experience are required.

The schools are well organized, and are closely supervised by expert supervisors of intermediate and primary grades of music, penmanship, drawing, domestic science and manual training. The course of study is

worked out with patience, intelligence and skill. This is one of the outstanding courses of study in the whole country and hundreds of copies of the printed course are sent upon request to different schools throughout the country. It is indeed a model of its kind.

The high schools stand well among the leading high schools of the country. They have twenty-eight credits with the State University, which is the greatest credits of any school in Texas, with the possible exception of the high school in Austin, which school retains its three credits in German, which language was dropped from the Houston course several years ago.

In the report of 1892-94, the Superintendent, among other interesting things, said: "In the high school one hundred and thirty one students were enrolled. In June, 1895, there were eight graduates; seven young ladies and one young gentleman."

In 1879, the earliest year reported, there was one graduate from the high school. There were eleven high school graduates in th next four years. Only one of these was a boy. In the report quoted above, the Superintendent said: "Admission to the school was denied to many children because of lack of room." This sentence is quoted to recall the age-long effort to house the increasing number of children that knock for admission to the schools.

In 1905 the census enrollment had increased to 12,514 and the school enrollment had increased to 9,750. There were then twenty-seven school houses in Houston, valued at $645,050.00. The corps of teachers had increased to two hundred and sixteen.

Commercial subjects were added to the Course of Study in 1901. The first semi-annual graduation was held in 1903. The first night school in Houston was in the Sidney Sherman School in 1905 and it enrolled eighty students during the year. Manual Training and domestic science were added in 1905, with one teacher in each department. The sum of $5,000 was set aside to equip these departments, and $2,500, was set aside to pay two teachers and the incidental expenses of the department.

In the report ('20-'21) the Superintendent said, "We enrolled in the day schools 25,994 pupils of which number 19,474 were white and 6,520 were colored.

"We enrolled in the night schools 3,411 pupils, of whom 2,686 were white and 725 were colored."

There were accordingly enrolled in all the schools 29,405 pupils.

These were taught by a force of 807 teachers and principals with seven supervisors. The entire expense of maintaining the schools for the year was somewhat over $1,250,000. The entire value of the school property is now more than $4,000,000.

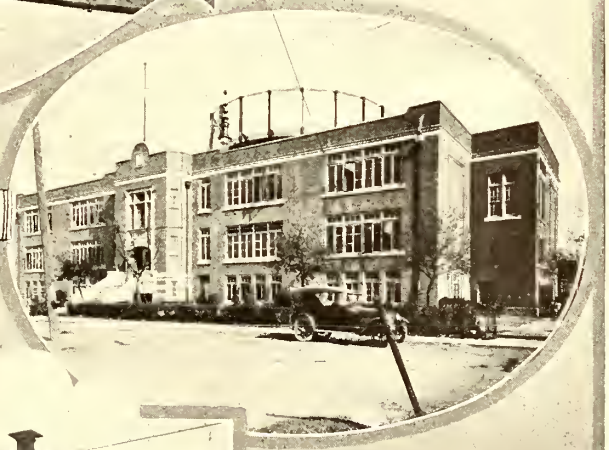
The City schools of Houston are based solidly on the confidence and affection of an intelligent citizenship. The City means to maintain its schools at the maximum of efficiency at reasonable cost. The good of the schools, as the hope of the future, is the first thought in the minds of the people of Houston. It is a proud tradition that the voters of Houston have never refused to vote any amount asked for City schools.

The Mayor, City Council and School Board cherish the united purpose to build a greater system of schools that will educate the children properly, gratify the parents, and justify the tax-payers in furnishing the money to run the schools.

South End High School

Central High School

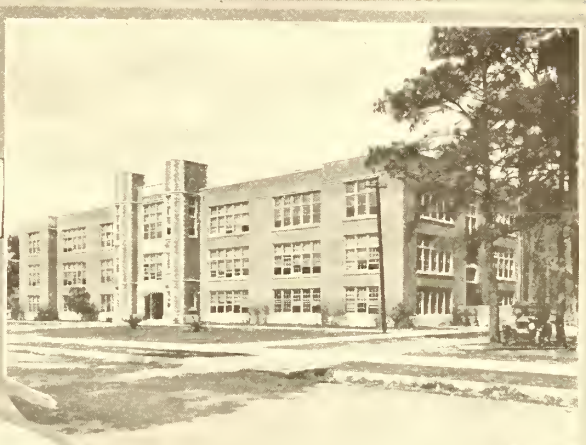
Rusk School



Travis School

A Few Views of Some of Houston's Schools

Houston Heights High School

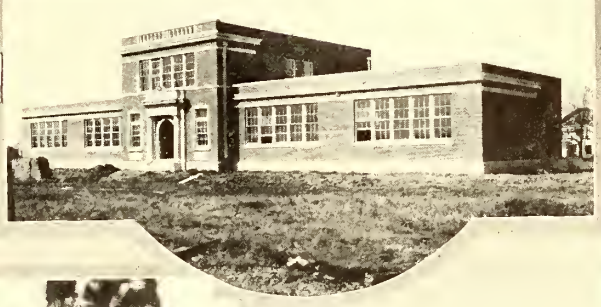


Montrose School

North Side Junior High School

Helms School

Bowie School (JUST COMPLETED)



Southmore School

Taylor School

Dow School

The Library

THE HOUSTON PUBLIC LIBRARY has kept in line with the continued progress of the City, and the institution, through gradual development, has assumed large proportions and today is rendering a great service to the people of Houston.

How rapidly the increasing citizenship of Houston is responding to its enlarged library facilities is shown in the annual report of the Houston Public Library for 1921. During that year 289,701 books were loaned for home reading and study, an increase of 67,896 books over the previous year.

That the people of Houston are interested in the Public Library keeping pace with the city's development is shown by the direct tax of 2½ cents which they overwhelmingly voted in 1921 for the support of the library system. By voting this tax the library trustees are assured of a fixed yearly allowance.

One of the most important projects of the Library in 1921 was the establishment of branches in the Houston Heights Senior High School and the North Side Junior High School. These branches served satisfactorily until the completion of the two regular buildings, which were erected by the City to serve the people of those sections of the City.

To provide for the main Library's overflow, quarters on the top floor of the Court House were fitted up and into those quarters were moved a large number of books. The Carnegie Library building, which for seventeen years housed all the activities of the library, now becomes a branch—the chief circulating branch, however.

Several improvements have been added to the Carnegie building for the purpose of accomodating the constantly increasing number of people who visit it daily. A stairway leading directly to the second floor, the children's section and periodical rooms, was constructed. This gives an attractive addition to the library and prevents the main circulation department and reading rooms from being used as a passage way. One of the two main entrances was closed by placing an ornamental iron grill around the portico for the purpose of giving the library staff better supervision of those entering and leaving the building.

Owing to the many outside improvements the purchase of books has not been as great as usual. There were 4452 books added to the Main Library, and of these 2,939 were added by purchase to the Adult Department and 807 to the Juvenile Department,—Juvenile books being purchased mainly from Meldrum funds. One hundred and sixty-three books were added by binding magazines, 22 by binding newspapers, 731 by gift, and 30 by the government. In the Houston Heights Branch there were placed 1793 volumes, of which 1416 were by purchase and 387 by gift. In the North Side branch there were 1843 volumes, of which 1683

were purchased, and 170 acquired by gift. This makes the net total number of volumes added 6,259, and makes the total number of volumes in the library 68,016.

For the 289,701 books loaned in 1921, 219,293 were loaned from the Lyceum and Carnegie Branch. From the Houston Heights Branch, for a period of nine months, 21,854 volumes were loaned. From the North Side branch, for a period of six months, 11,913. From the Colored branch, for the year, 21,152. There were loaned from fifteen different schools, 12,812; from four summer stations, 447, and from deposit stations in the Faith Home, Hawthorne School, Levy Bros., Store, Rusk Settlement, Westminister Presbyterian Church and Woodland Heights M. E. Church, 697. This considerable increase indicates how rapidly the public responds to increased library facilities, as well as the steadily increasing growth of the City. The flow of this large number of books into the homes of the people of Houston cannot but elevate the standard of intelligence in the community.

At the main library 6,008 applications for the borrowing of books were received. At Houston Heights Branch 751 people applied for membership. At the North Side branch 699, making the total of new registrations 7,458. There were 2,677 memberships of over five years standing canceled, thus making the number of active library card holders 29,727.

The number of books loaned from the Norman Meldrum Children's Department was 60,935. Every afternoon after school hours the room is filled with small interested readers. The library has been indebted, as on many previous occasions, to Mr. Norman Meldrum of New York. Mr. Meldrum, on November 4th, 1921, gave $500 for the outright purchase of new books. From November 13th, to 19th, Good Book Week, which was observed throughout the country, was featured at the library by an exhibit of recommended books, the distribution of book lists, the story hour, and stories in the daily newspapers. The Children's Department provides for every child in Houston the opportunity to have, at a time when it means most to them, the pleasure and inspiration of good books.

A gratifying development of 1921 was the establishment of a County Library. For a number of years the Trustees of the Library have allowed residents of the County to come to the City Library and draw books, but the County Library takes the books out into the County, under the supervision of a trained Librarian.

For some years the Colored Library has functioned under its own Board of Trustees. When a library levy was voted it was deemed advisable for the Colored Library to be placed under the Board of Trustees of the Houston Lyceum and Carnegie Library and this was decided by vote of the City Council April 11, 1921. The Colored Library has had a successful year under the management of its faithful librarian. There was added to this library during 1921, 412 books, making a total number of 7,205 books in their collection. During the year, 828 new borrowers were registered. From the beginning they have registered 7,023 borrowers. The number of books circulated was 21,152.

In September the Trustees authorized the change of name from the Houston Lyceum and Carnegie Library to the Houston Public Library, the former name no longer being appropriate. At the beginning of the year the library's activities were carried on in the one Carnegie building. Toward the end of the year the Library operated in five different places and it was necessary to have one name under which all branches could be included.

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